

EUROPEAN NEWS

Pöhl puts stress on need for a strong D-mark

By Andrew Fisher in Frankfurt

MR KARL OTTO POHL, president of West Germany's Bundesbank, yesterday stressed the need for a strong D-mark and curbs on money supply growth to guard against inflation, as official figures showed a sharp rise in prices this month.

He also welcomed the tightness of US monetary policy and said there were justified hopes that inflation and inflationary expectations there could be kept in check. "This is also of great significance for us," he said. A speeding up of US inflation "would very probably mean the end of the near seven-year phase of economic upturn sooner or later."

Mr Pöhl's remarks, in a Hamburg speech, were made a week after the central bank increased its key interest rates by half a point as part of its more restrictive monetary policy. Since then the D-mark has risen against the dollar as central banks have intervened heavily on currency markets. Mr Pöhl also said the contribution of exports to Germany's

economic growth should come down, a reflection of Bundesbank concern about continuing high surpluses.

Because of the D-mark's role as a major world currency, the exchange rate implications of monetary policy had to be taken into account. Thus he said that Germany's monetary policy had to help combat a further devaluation of the D-mark - between the end of 1982 and mid-January, it fell by 15 per cent against the dollar and nearly 5 per cent against the currencies of major trading partners - to help price stability and even out severe world economic imbalances.

Backing up the Bundesbank's anxiety about inflation, provisional figures from the Federal Statistics Office showed that the rate of price increases speeded up sharply this month. The cost of living was 2.5 per cent higher compared with January 1982, based on returns from four German states. In December, the increase was 1.5 per cent.

Fears for French industry as trade deficit worsens

By Ian Davidson in Paris

FRANCE'S foreign trade deficit deteriorated in December, bringing the shortfall for last year to FF 235m (32.97m). The 1982 figure, although not much higher in aggregate than the 1981 total, contains a worrying pointer to a loss of French competitiveness, with a substantial expansion of the deficit in industrial trade.

This deterioration of the trade balance in industrial goods continues a trend stretching back four years, and which has prompted anxious research by the Government and private economists into the loss of market shares.

Several studies have suggested the problem is not so much a loss of price competitiveness in crude terms, as a failure of competitive specialisation in many French industrial sectors. In 1982 France enjoyed a trade surplus in manufactured goods of FF 350m; in the following year this shrank to a surplus of FF 35m; and in 1983 the industrial trade balance tipped over into a deficit of FF 10.4m.

Within the overall deficit for

1983, the industrial shortfall quadrupled to FF 42.2bn, whereas the surplus in food and farm products rose substantially from FF 29.2bn to FF 38.4bn, and the energy deficit declined from FF 8.2bn to FF 6.7bn.

The Government reported a seasonally-corrected trade deficit for December of FF 4.1bn, representing a level of import cover of 95 per cent, with imports of FF 90.4bn and exports of FF 86.3bn. This compares with a deficit of FF 3.6bn in November, and a slightly higher level of import cover, at 96 per cent.

The main components of the December outturn were an increase in the surplus on agricultural and food trade, from FF 2.7bn to FF 3.4bn, an increase in the energy deficit from FF 4.7bn to FF 6.7bn, and a stagnation in the industrial deficit of FF 4.3bn, compared with FF 4.9bn in November.

French unemployment rose slightly in December to a seasonally adjusted 2.6m. The figure, 1.4 per cent up on November's, represents 10.1 per cent of the workforce.

Brussels takes close look at Channel route sharing

By William Dawkins in Brussels

JOINT cross-channel ferry services run by Sealink and two Dutch and French carriers are being examined under EC rules against anti-competitive agreements, the European Commission said yesterday.

The Brussels authorities are inviting comments by February 20 before deciding whether to clear long-standing consortium agreements, covering ferry services between the UK, France and the Netherlands. They are understood to be inclined towards giving preliminary approval to the accords.

Sealink, the British carrier, has for many years shared the route between Harwich and the Hook of Holland with state-owned Crown Line, formerly known as Stoomvaart Maatschappij Zeeland.

Six months ago the Dutch Government announced plans

to privatisate Crown Line. Sealink and others have expressed interest in bidding for the company, a move which would also need clearance from EC anti-trust authorities.

Sealink has a similar route sharing accord with the maritime arm of SNCF, the French public railway group, for the Calais-Dover and Boulogne-Folkestone routes. Vessels belonging to all three companies sail on those routes under the Sealink name, offering jointly-agreed fares and sharing costs and port facilities.

The Commission can clear such agreements so long as they offer some broader benefit such as improved distribution or economic progress. It believes these accords ensure reliability and improve rail connections to consumers' benefit.

EC foreign ministers to meet Arafat

By Tom Burns

THE European Community's bid to mediate in the Middle East conflict was due to take a step forward last night with the arrival of Mr Yasser Arafat in Madrid for exploratory talks with the foreign ministers of Greece, Spain and France.

As outgoing, present and incoming EC presidents respectively, the ministers form the community's "troika" for Mid-

dle East diplomacy - by chance from the three EC countries most keen on involving Europe in Middle East peace initiatives and sympathetic to the PLO.

Last month the EC's Council of Ministers agreed to put the Community's weight behind bids to hold a Middle East peace conference under United Nations auspices. Earlier this

Lawson lobs a 'great boulder' towards Europe

Peter Norman surveys the damage after the Chancellor's latest attack on the single European Bank



Nigel Lawson (left) and Jacques Delors at loggerheads over plans for monetary union in Europe

Lawson decided to throw his considerable weight into the debate against Mr Delors.

Mr Lawson's remarks were significant in that they contained none of the previous British "sub-text" on economic and monetary union. These are that the UK would countenance such a move if it came about organically, from the "bottom up" through the will of businesses and ordinary citizens as they got used to the practices and benefits of the single European market after its creation in 1992.

Some central bankers yesterday were suggesting that he put his position in the harshest possible way, deliberately to torpedo the Delors deliberations. By making clear that Britain would veto any move towards a central bank or common currency, he was in effect inviting the committee to conclude that such a step would be impractical.

The central bank-dominated committee has from the beginning been a major potential headache for Mr Delors' integrationist ambitions. But Mr Delors will be free of it and able to influence the heads of government as he sees fit once it has reported to the EC finance ministers in April or May.

A hostile report by the Delors committee or a split in its ranks would leave the Commission president in a very weak position to pursue his goals. Such an outcome could be just what Mr Lawson and Mrs Thatcher are seeking.

Calvi death was murder say judges

JUDGES in Milan have ruled that Roberto Calvi, the Banco Ambrosiano chairman found hanged in 1982 from Blackfriars Bridge in London, did not commit suicide, writes Alan Frieden in Milan.

The verdict, after a lengthy inquest, confirms the long-held view of most Italians, but is at odds with an "open" verdict by a London coroner. The Milan verdict was sought by his widow, who is trying to collect £1.5m (£1.5m) of life insurance.

The SPD's election posters soft-pedalled Mr Momper, instead emphasising Berlin's tolerance with a young demonstrator holding a flag of peace.

But opinion polls show the CDU could drop well below the record 45.4 per cent it gained in the 1983 elections.

The opposition Social Democrats (SPD) were thought likely to improve on their previous 32.4 per cent of the vote. But even if the SPD and the Alternative List (AL), the West Berlin Green party, were to gain a majority in the legislature the SPD has vowed that it would not form a coalition with the AL under any circumstances.

The Liberal Free Democrats (FDP) are expected to get 8 per cent of the vote.

Swedish schools minister named

SWEDEN'S Prime Minister, Mr Ingvar Carlsson, has altered his cabinet five months after the general election, writes Robert Taylor in Stockholm.

The most important change is the creation of a minister responsible for schools. In recent weeks the education system has been embroiled in political controversy, sparked by a budget proposal to cut education spending which was dropped after nationwide protests.

The new job has gone to Mr Goran Persson, who advocates lowering the age for starting school from seven to six, and who has wide experience of education at local government level. He will be responsible for schools, sixth form colleges, adult education.

Mr Bengt Grönström will become Education Minister with direct responsibility for the institutes of advanced studies as well as universities and research activities.

Finns' new minister

FINLAND'S Social Democratic Party chairman, Mr Pekka Paasio, has been appointed Foreign Minister, writes Olli Virtanen in Helsinki. He replaces Mr Kalevi Sorsa, who resigned on Tuesday. Mr Sorsa will join the board of the Bank of Finland and will probably be elected Speaker of Parliament.

Mr Paasio's appointment ends a long debate on how the head of the country's biggest party could be included in the Government.

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Moscow reveals extent of executions under Stalin

By Quentin Peel in Moscow

HORRIFYING details of the extent of mass executions by the Soviet security police during Stalin's rule have been officially confirmed, suggesting that at least 30,000 victims were shot and dumped in mass graves in a forest outside Minsk, capital of Byelorussia.

A government commission investigating the atrocities has discovered 510 mass graves, and between 50 and 60 bodies have been found in each of the first six to be excavated.

The massacres took place in the forest of Kurovsky, between 1937 and 1941, the height of the Stalin purges. Now the Byelorussian Government has bowed to public pressure, and agreed to build a monument to the victims.

Ms Nina Mazal, deputy chairman of the Byelorussian Council of Ministers and chairman of the investigating commission, said there was still no way of telling the exact number shot in the forest. An archaeologist who revealed details of the massacre last year claims the figure could be

"What is proving difficult is finding out the names of those who issued the orders to be killed."

She said the NKVD did not appear to have kept any documents or archives. Forty names had been found of NKVD personnel who took part in the executions, but many of them had themselves been shot.

"In other words," she said, "it is early yet to close this affair."

The Mayor, however, has argued that even these liabilities were assets. He noted recently that they were a side-effect of the growing attraction of West Berlin which last year absorbed nearly 20,000 German emigrants from the East. The heavy loss of population in the 1960s and 1970s has been made up, and West Berlin - once proclaimed a dying city - again has a population

Apathy reflects mood of West Berlin electorate

By Leslie Colvin in Berlin

THE campaign for the West Berlin elections next Sunday reflects the mood in Germany's largest city - a yawning disinterest in local politics.

The ruling Christian Democrats (CDU) under Mr Eberhard Diepgen, the young mayor, seem assured of regaining their position as the largest party in West Berlin.

Past scandals in Mr Diepgen's administration have largely rolled off his back. At the same time he is faced with unemployment of more than 11 per cent and one of the worst housing shortages in West Germany.

The Mayor, however, has argued that even these liabilities were assets. He noted recently that they were a side-effect of the growing attraction of West Berlin which last year absorbed nearly 20,000 German emigrants from the East. The heavy loss of population in the 1960s and 1970s has been made up, and West Berlin - once proclaimed a dying city - again has a population

of 2m.

The opposition Social Democrats under Mr Walter Momper, seemed unable to capitalise on the CDU's mistakes. The CDU's election posters of Mr Diepgen, captioned "Berlin in Green", were a success.

The SPD's election posters soft-pedalled Mr Momper, instead emphasising Berlin's tolerance with a young demonstrator holding a flag of peace.

But opinion polls show the CDU could drop well below the record 45.4 per cent it gained in the 1983 elections.

The opposition Social Democrats (SPD) were thought likely to improve on their previous 32.4 per cent of the vote. But even if the SPD and the Alternative List (AL), the West Berlin Green party, were to gain a majority in the legislature the SPD has vowed that it would not form a coalition with the AL under any circumstances.

The Liberal Free Democrats (FDP) are expected to get 8 per cent of the vote.

Pay talks cloud Spanish view

By Tom Burns in Madrid

A ROSY picture of Spain's performance last year, presented yesterday by Mr Carlos Solchaga, the Finance Minister, was upset by the prospect of widespread industrial unrest after the apparent breakdown of talks between the Government and unions on wages and unemployment benefits.

Mr Solchaga said provisional figures indicated a growth in gross domestic product last year of 5 per cent, and he cited a strong surge in investment and the creation of 320,000 jobs.

There was gloom in the Government, however, over a blanket union rejection of what Mr Solchaga termed a "final" cash offer to meet their demands.

Ministers and union leaders have been holding marathon talks since a general strike on December 14.

The two sides, which had committed themselves to ending the talks by January 31, even if there were no agreement, both said yesterday there was no point holding further sessions unless the other backed down.

Mr Solchaga said the only cause of concern in what had been "a positive" economic year in general terms were a

5.8 per cent inflation rate, nearly twice as high as the Government had forecast, and a deteriorating trade balance.

Any further concessions to the unions beyond what had already been put before the negotiating table would have negative effects on the economy.

The "final" government offer, consisting of a Pts344m (£1.7m) package spread over two years to cover higher public employee pay, pensions and unemployment benefits represents, according to the unions, a mere 40 per cent of what they are seeking.

The new job has gone to Mr Goran Persson, who advocates lowering the age for starting school from seven to six, and who has wide experience of education at local government level. He will be responsible for schools, sixth form colleges, adult education.

Mr Bengt Grönström will become Education Minister with direct responsibility for the institutes of advanced studies as well as universities and research activities.

The employers' confederation

has rejected the plan to end the talks and demand a 13 per cent wage rises to restore purchasing power.

The employers' confederation

has accepted a deal behind their backs, and at the bargaining council meeting this week they

refused to deduct union dues

to more flexible European Community practices.

• Direct foreign investment in Portugal declined last year compared with 1987 to an unprecedented £1.8bn (€1.6bn).

Investment from EC partners represented 64 per cent of the total.

Mr Cavaco Silva says the

proposals are balanced and

that the employers' attitude is

incomprehensible in modern Europe".

The CGT, too, has rejected

the pact and is demanding

13 per cent wage rises to

restore purchasing power.

The employers' confederation

has accepted a deal behind

their backs, and at the bargaining

AMERICAN NEWS

Venezuelan U-turn on loans expected

By Stephen Fidler, Euromarkets Correspondent

VENEZUELA'S incoming administration, in a marked shift of strategy, is planning an economic programme which could obtain rapid approval from the International Monetary Fund and clear the way for loans from the Fund and the World Bank, according to international bankers.

The country's foreign bank creditors are being told that the programme will be announced by Mr Carlos Andrés Pérez shortly after his inauguration on February 2.

If announced as expected, the programme will mark an about-turn in the country's approach to international economic management. In the past, the Venezuelan Government has been implacably opposed to an IMF-sponsored package.

Mr Pérez has been viewed abroad as a populist on the debt issue. His officials have been talking with the IMF on the proposed package, but it could well be presented as a Venezuelan initiative which meets IMF approval.

Members of Venezuela's bank advisory committee were meeting yesterday in New York and were briefed on the new plan by Venezuelan officials, including Mr Edgar Leal, the new debt negotiator.

"It's a conventional, orthodox plan and they should be able to move ahead very quickly with a letter of intent from the IMF," said one senior banker in New York. An IMF programme would clear the way for a rescheduling and new funds from the commercial banks, requests for which were being strongly resisted last year.

Any programme which would obtain IMF approval could be expected to lead to reductions in the public sector deficit, changes to interest rates, a freeing of restrictions on the private sector, and tar-

Pemex may lay off 40,000 workers

By Richard Johns in Mexico City

AS MANY as 40,000 workers – or nearly 20 per cent of its labour force – may be laid off by Petróleos Mexicanos (Pemex) as a result of a restructuring programme, according to reports in Mexico City.

Pemex had no immediate comment on the report in the newspaper *El Financiero*, which said manpower cuts would save 3,000bn pesos (730m) in the wage bill of the corporation, which in international terms is grossly overmanned, partly because of the power of the oil workers' union.

The arrest this month of Mr Joaquín Hernández Galicia, spiritual leader of the Oil Workers of the Mexican Revolution, and 48 of his top colleagues could eventually open the way for a radical re-organisation. On Wednesday, the Attorney-General said Mr Hernández, known as La Quina, had been accused of ordering the murder in 1983 of Mr Oscar Torres Pancardo, who was secretary-general of one of the union's sections.

The killing is said to have been carried out by Mr Ramón Vázquez Mata, alias El Gavilán, an associate who was arrested recently in Monterrey with five tonnes of marijuana, and by another associate.

In another operation, the Republic obtained \$37.2m to finance on-going work for the Caracas Metro and other public works.

The funds are being supplied by two other commercial banks, Banco Provincial and Banco Mercantil. Terms for the loan are similar to those of the CANTV credit, a government official said.

The Venezuelan government has a foreign debt of \$25.8bn. On December 31, it declared a moratorium on principal payments for most of its debt to international banks, which came into effect last week.

Garcia hits out at IMF 'shock' plan

By Verónica Baruffati in Lima

PERUVIAN President Alan García launched a strong attack against the International Monetary Fund yesterday amid attempts to pursue a policy of rapprochement with international lending agencies.

In his first public statement since Mr Carlos Rivas Davila, the Finance Minister, returned from Washington after talks with the IMF and World Bank, Mr García said: "We need more dollars coming into the country than going out. If this does not happen, then there is no point negotiating [with the IMF] – we will only end up paying more and de-capitalise the little we have."

Mr García said his Government would continue with its gradualist policy, initiated last September, of issuing periodic economic packages.

"The shock [stabilisation] programme proposed by the IMF would bring tremendous social consequences with it. If our small economic packages already have serious social impact, one big super shock programme would have dramatic social and even political consequences," Mr García warned.

He described the IMF stabilisation programme as "incoherent" and said Peru would make other propositions.

Greenspan says buyouts peaking

By Our Foreign Staff

FEDERAL Reserve Chairman Alan Greenspan yesterday told the Senate Finance Committee there are reasons to believe that corporate leveraged buyouts and related restructurings are probably peaking at present, and as a result, legislation to address the phenomenon probably isn't required.

Mr Luis Alberto Sanchez, Peru's Vice-President, supports the tenets of an IMF programme. He favours the application of a shock which would halt inflation and give Peru access to fresh loans.

However, Mr Rivas, the Finance Minister, also expressed doubts about the austerity programme.

Mr Rivas had been in the forefront of mending bridges with the IMF and had indicated this month that Peru would consider making a token payment of \$30m to this end.

"I am not going to pay the \$30m unless I get something in return... The IMF programme would put an even heavier burden on our already poor people," he said.

Mr García also announced that the Soviet Union would award a credit line of \$600m to be repaid over eight years, at a 5 per cent interest rate.



MR John Tower, President George Bush's choice as Secretary of Defence, faced tough questions yesterday about the ties to US defence contractors which earned him more than \$750,000 (240,000) in two years, writes Lionel Barber in Washington.

Appearing before the Senate Armed Services committee reviewing his nomination, Mr Tower, formerly a Texas Republican senator, conceded that there was a "perception problem", but said he would bend over backwards not to favour his former employers.

Mr Tower worked as a consultant to Martin Marietta, LTV Aerospace, Rockwell, Textron and the US civil aviation sales subsidiary of British Aerospace after resigning as US negotiator in the strategic arms reduction talks in Geneva in 1986.

The Senate is expected to confirm Mr Tower, though doubts remain about his management skills, his ties to the defence industry and his experience in the procurement scandal.

The new rules would probably force consultants to register if they were working for the Pentagon and other big contractors.

Mr Tower said that if he was confirmed as Defence Secretary, he would withdraw from any discussions on whether to disbar any of his former defence contractors as a result of the procurement scandal.

CHICAGO FRAUD INVESTIGATION

Mercantile body joins probe

By Deborah Hargreaves in Chicago

IN THE wake of the big FBI investigation into fraud at Chicago's futures exchanges, the Chicago Mercantile Exchange has set up a panel to look into its trading rules.

The panel, which comprises prominent futures traders including Ms Susan Phillips, former chairman of the industry's regulatory body, will look at all transaction rules and procedures.

Exchange officials admit that trading abuse does occur among the CME's several thousand members and say the panel will recommend structural improvements to enhance

trading practices.

"There will be no sacred cows," said Mr Leo Melamed, chairman of the CME's executive committee, who expects the nine-member panel to make its suggestions in two to three months' time.

The CME's announcement came as subpoenaed traders began testifying before a grand jury, in the widest inquiry into the futures industry ever launched in the US. More subpoenas were handed out yesterday in what one trader called a "subpoena derby".

Traders believe the FBI left two "moles" on the exchange

trading floors after the disclosure of the investigation last week. These agents were working as runners or clerks – a messenger function which put them in a position to gather much trading information.

The formation of the CME's panel is a move to fend off the inevitable calls for harsher regulation of Chicago's markets in the wake of the FBI probe.

"These sort of things are not good for public trust," said Mr Jack Wing, chairman of the Chicago Corp, who will also sit on the panel. "We're all concerned that there will be an overkill on regulation."

Argentine barracks rebel identified

THE leader of the group which took over La Tablada army barracks in the outskirts of Buenos Aires on Monday has been identified as the head of the People's Revolutionary Army (ERP), a left-wing extremist organisation active during the 1970s, writes Lionel Barber in Washington.

Some critics have suggested that the controversy surrounding his selection will inevitably weaken his standing in the Bush cabinet and make it more difficult for him to win support for the inevitable cuts over defence spending in a new era of austerity.

Mr Tower, who chaired the Senate Armed Services committee between 1981 and 1986, said he expected to tighten rules governing defence consultants working for the Pentagon.

The new rules would probably force consultants to register if they were working for the Pentagon and other big contractors.

Mr Tower said that if he was confirmed as Defence Secretary, he would withdraw from any discussions on whether to disbar any of his former defence contractors as a result of the procurement scandal.

The Senate is expected to confirm Mr Tower, though doubts remain about his management skills, his ties to the defence industry and his experience in the procurement scandal.

The meeting, believed to be the largest of its kind ever held in the Amazon, is expected to

be attended by more than 1,000 tribunes, alongside representatives of ethnic Indian groups from the US, Canada and Malaysia.

Its aim is to put pressure on the Government to provide more information on the Xingu River hydroelectric scheme, which, protesters claim, will

Amazonian tribes meet over dam plan

By Ivo Dawney in Rio de Janeiro

ELEVEN Amazonian tribes are to hold a five-day mass gathering in Altamira, in the state of Para next month to protest at the Brazilian Government's plan to construct a major dam complex in the region.

The meeting, believed to be

the largest of its kind ever held in the Amazon, is expected to

involve as many as five dams in the eastern Amazon, flooding 7,200 square km of rain forest in the Altamira area.

Officials of Electrónorte were unavailable for comment yesterday, and it remains unclear how far the Xingu River project is advanced.

Interior values.

Whilst Italians wouldn't agree that all suits are the same – and why should they, after all Italian suits are probably the best in the world – they certainly would agree that in banking it's what lies behind these pin-stripes that makes the difference. Especially so in their own country, with its many-sided economy and range of cultures. In Italy Credito Italiano has earned itself the affectionate nickname of "La Banca in doppiofilo grigio". (Loosely translated, "The bank in the pin-striped suit"). So, as the name implies, we are strong, professional and reliable. But behind the serious facade we're also friendly, young at heart, dynamic and very adaptable. Founded 118 years ago, Credito Italiano today has nearly 500 branches in Italy alone, but more importantly, we are the number one Italian bank in terms of geographical distribution of our branches. So we really know what we're talking about on our home ground. But we're also at home all over the world, with a direct presence in the main financial centres and our global network of correspondent banks.

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HQ SERVICES & OFFICES

OVERSEAS NEWS

Irish and Iranian envoys work on hostages' release

By Kieran Cooke in Dublin

DIPLOMATIC moves by the Irish and Iranian governments were underway yesterday as hopes rose for the release of two more hostages held in Lebanon.

Reports circulating in Dublin said that Mr Brian Keenan, an Irish teacher, and Mr John McCarthy, the British journalist, were about to be released. While the Dublin Government would say nothing officially, Mr Brian Lenihan, the Irish Foreign Minister for Foreign Affairs, was said to be optimistic about developments.

In Beirut, Mr John Ramsey, the British ambassador to Lebanon, said his embassy was urgently checking the latest reports concerning the hostages.

On Wednesday, a report from Beirut in the newspaper, al-Hayat, which is published in London, said that Mr Keenan and Mr McCarthy could be released within 72 hours.

The reports made no mention of Mr Terry Waite, the special envoy of the Archbishop of Canterbury, who is also hostage.

Mr Pat McCabe, the Irish Ambassador to Iraq, who is also accredited to Lebanon, was yesterday on his way to Beirut to investigate. Mr Declan Connolly, Ireland's Ambassador to Saudi Arabia, is in Damascus, and is reported to have made contact with Dr

Iranian minister says Briton will be punished

By Andrew Gowers, Middle East Editor

MR ALI Akbar Mohtashemi, Iran's Interior Minister, said yesterday that Mr Roger Cooper, the British businessman who has been held in a Tehran jail for the last three years, would be punished according to Islamic laws for alleged espionage.

The statement from one of the regime's leading hardliners, transmitted by the official Islamic Republic News Agency, indicated that Tehran has yet to decide on Mr Cooper's fate despite a deliberate increase in pressure for his release on the part of the British Government.

At a London conference on Iran last week, Mr William Waldegrave, the junior Foreign Office Minister, placed the "wholly unjustified" detention of Mr Cooper at the top of the

SINO-SOVIET RELATIONS

Shevardnadze 'to meet Deng'

By Collins Macdougall in London

MR Eduard Shevardnadze, the Soviet Foreign Minister, is expected to meet Deng Xiaoping, China's senior leader, in Shanghai during his visit to the People's Republic from 24-26 February, according to Soviet representatives in Peking.

While this meeting has not yet been confirmed by the Chinese side, if it takes place it will be a key encounter in the improvement of relations between the communist giants.

Mr Shevardnadze's visit to China is intended to pave the way for a Sino-Soviet summit in April or May, which will precede one to be made by Mr George Bush, the US president, following his attendance at the funeral, late next month in Japan of Emperor Hirohito.

While there is no sign that the Chinese have planned

these meetings to succeed one another so closely, the Soviet side may now feel under pressure to woo Peking still more eagerly. While the "three obstacles" which the Chinese originally put forward as preventing the normalisation of Sino-Soviet relations (withdrawal of Soviet troops from their joint border, withdrawal from Afghanistan and withdrawal of the Vietnamese from Kampuchea) have considerably diminished, they are still not eliminated.

The possibility of the meeting indicates, however, that the aged Deng, on whom the progress of China's reform still probably depends, is in good enough health to face an important interview. Soviet representatives have indicated they suggested Mr Shevardnadze meet Deng to recruit him for the interview President

Gorbachev gave to Qian Qichen, China's foreign minister, during his visit to Moscow in December.

Mr Shevardnadze will be the first Soviet foreign minister to visit China since late 1959, before relations between the countries collapsed over differences in ideology and historical rivalries.

The last Sino-Soviet summit was in 1959 when Mao Tse-tung met Nikita Khrushchev in Peking. In the late 1950s the countries came to blows along the border, and though peace of a kind was later restored, only since President Gorbachev came to power has there been real progress in relations.

The Chinese do not, however, foresee the restoration of the fraternal bonds which existed in the 1950s.

National Day divides Australia

By Chris Sherwell in Sydney

IT WAS Australia's 201st birthday yesterday, but you wouldn't have known it. Most people went to work. Quite appropriately, it provoked a national controversy.

The problem is that this year Australia Day fell on a Thursday. The governments of Victoria, Queensland, South Australia and Western Australia decided to make next Monday the holiday to prevent workers from adding Friday "sickies" to Thursday to get a four-day weekend.

However, in New South Wales, where the white settlement of Australia began in 1788, in the federal capital of Canberra and in Northern Territory, the administrations decided such an important holiday should be taken on the day it occurred. So they had the holiday yesterday – and expostulated on the behaviour of their counterparts.

For Mr Nick Greiner, Liberal Party Premier of New South Wales and son of Hungarian immigrants, it was all too much in a country which had just celebrated its unity so exuberantly through a lavish bicentennial.

"We don't move Christmas. We don't move our birthdays," he said. "I just do not understand how any sensible person could suggest you have a series of national days and you it move so it becomes a long



Twelve-metre yachts of America's Cup rivals Dennis O'Conor of the US and Iain Murray of Australia race in the Sydney harbour challenge re-run yesterday

weekend on a different date each year."

Mr Bob Hawke, the Labor Prime Minister, agreed, calling the arrangements "absurd". He has made 1989 a year to campaign for people to become Australian citizens, and he said they were confused by the states' different approaches. In

national leader of the opposition Liberal Party.

The Australian stock market, made up of exchanges located in the state capitals, dealt with the problem its own way. The floors all stayed open yesterday, and they will all stay closed on Monday.

In Sydney, locals descended on their favourite location – the Harbour.

French scheme in Nigeria may restart

CONSTRUCTION work stalled for months at the site of Africa's biggest steel plant could resume soon following an agreement on funding between France and Nigeria, a Nigerian minister said yesterday. Reuter reports from Lagos.

"We have discussed details of covering sums outstanding to contractors and arrangements for future work," said Mr Bunn Sheriff Musa.

He said the aim now was to meet a new 1991 completion date for the \$3bn first phase of the Soviet-designed Ajakakuta steel project, which was originally set for 1988. It was pushed back because of financing difficulties. Details of the deal, signed in Lagos last Friday, would be announced later by the office of budget and planning, Mr Musa said.

French Embassy officials here declined to comment on the accord, which followed negotiations between Nigeria, the French export credit agency Coface, and Dumex and Fonderie, two French firms which called a halt to most of their on-site last year because they had not been paid.

The project was conceived in the mid-1970s as the heart of an integrated Nigerian steel industry requiring new railways, river dredging and coal and iron mines to feed 40 industrial units on a 16,000 km site by the River Niger, 500 km northeast of Lagos. Funds dried up as oil revenues collapsed in the early 1980s.

Tel Aviv court lets Koor sell shares

By Andrew Whitley in Tel Aviv

IMMEDIATE financial worries at Israel's Koor Industries have been alleviated by a Tel Aviv court's approval of the sale of its 24.3 per cent holding in Teva, a large pharmaceuticals company, for \$43m (£19.7m).

Meanwhile, the crisis at the Middle East's largest industrial group appears to be moving towards an agreement among Koor's creditors, which would permit Bankers Trust of New York to withdraw a liquidation application filed last October.

Israel's bankers said yesterday that, barring any unexpected complication, there were grounds for optimism that the out-of-court settlement could be reached soon.

The two key issues holding up final agreement are said to be details of a debt repayment schedule to foreign creditors and the demand of overseas banks to play a role in supervising a recovery programme for Koor Industries.

Under this programme, Koor would dispose of some \$230m in assets. Last Sunday, the Tel Aviv district court extended

Shamir makes rare south Lebanon visit

By Andrew Whitley

MR YITZHAK SHAMIR, the Israeli Prime Minister, yesterday paid a rare visit by helicopter to an Israeli-controlled belt of southern Lebanon.

Israel is anxiously monitoring the progress of internege fighting a few miles away between Lebanon's two rival Shia militias, Amal and Hezbollah. After talks with General Antoine Lahad, head of the South Lebanon Army, an Israeli-financed and equipped force, Mr Shamir declared that the inter-Shia contest for supremacy confirmed the need for Israel to maintain its present posture in the region.

Israel is regularly subject to Western pressure to pull its remaining forces back across the international frontier. An estimated 1,000 troops accompanied by armoured units have patrolled a country-wide strip of Lebanese territory since mid-1985, when the bulk of Israel's army withdrew at the end of a three-year war.

Gen Lahad, who escaped an assassination attempt last November, returned on Saturday from an Israeli hospital to his headquarters in Marjayoun, five miles north of the Israeli border – to be greeted by his followers with a hero's welcome.

In a separate move likely to generate further international criticism of Israel, SLA militiamen on Wednesday expelled another batch of 35 Lebanese villagers from the so-called "security zone". Among them were 26 children. The latest deportees said later that they had refused to serve in Gen Lahad's mainly Christian force.

On Wednesday, Israeli experts asserted that Iran had not abandoned its quest to confront Israel through its support for Hezbollah, despite the ceasefire in the Gulf war. Mr Uri Lubrani, co-ordinator of activities in Lebanon, estimated that Iran was spending between \$60m and \$100m a year in maintaining its influence in Lebanon.

This level of support had diminished only slightly since the ceasefire, he said.

Iran's army was reported to be going on building projects, such as schools, hospitals and cultural centres, the training of military personnel, and the provision of a detachment of several hundred Iranian Revolutionary Guards.

MP tries to impeach SA judge

By Jim Jones in Johannesburg

MRS HELEN SUZMAN, the liberal South African MP, is to call for the impeachment of a judge who recently freed a white farmer who had beaten a black labourer to death.

The farmer, Mr Jacobus Vorster, was found guilty of culpable homicide and was sentenced to five years in jail which was suspended provided he pays the dead man's widow R130 (£30) a month for five years.

Mr Vorster and a co-accused, Mr Petrus Leonard, had tied Mr Eric Sambo to a tree and beaten him with sticks and

Afghanistan mine-clearing task 'biggest in history'

By Christina Lamb in Peshawar

AFGHANS have a tendency to sell any piece of metal they can lay their hands on. Everything captured during the war from Soviet MiG-21s to government laboratories is quickly stripped and the pieces taken to scrap-metal bazaars all along the border with Pakistan.

Telling some 3m Afghan refugees that certain metal objects should be left alone sounds an impossible task but a team of 90 American, French and Turkish soldiers hope to do just that.

They, along with a pack of dogs, make up what a UN offi-

cial describes as "the largest mine-clearing operation in history". The latest US army and UN reports estimate there are between 30m and 50m mines in Afghanistan. In a two-week course the 90 engineers descending on Peshawar hope to make the Afghans fully mine-aware.

When Soviet forces occupied Afghanistan in 1979 mines were laid just around military posts. By 1981 the Soviet army realised it was fighting a civilian army and began scattering mines randomly in fields and dropping millions of plastic

bombs from the air. They cannot be detected with metal detectors and were designed to maim rather than kill as if one man loses a foot another is put out of action carrying him.

For most of these mine-fields there are no maps. Mr Steve Mastey, who is co-ordinating mine-clearing efforts of private voluntary organisations claims: "I expect Afghans to continue being blown up for the next 50 years. There could be as many casualties from mines as there have been from the last 10 years fighting."

In the absence of any technological equipment, the Mujahideen have been using their hands to clear mines, scrapping in soil and often losing limbs in the process. Where they are available herds of goats are sent ahead as advance party and in Logar goatherds use Heath Robinson-type garden rollers constructed of oil drums filled with sand mounted on 40ft poles.

Of the two proposed programmes – mine-awareness and demining – one of the US advisers says the latter is more important. "We have to teach

them to take the things apart because we know in the real world they will try to take out the explosive and use it for cooking while they will sell the scrap-metal."

• Hundreds of civilians were killed earlier this week when the Soviet Union and Afghan regime's army attacked villages at both ends of the Salang Tunnel on the main route connecting Kabul to the Soviet Union. Following guerrilla attacks on Soviet convoys, Western diplomats said the reprisals demolished every village in the area.

Omron men must stick to their computers

By Stefan Wagstyl in Tokyo

OMRON Tateisi Electronics, the Japanese control equipment company, is to make it mandatory for 1,000 top executives to carry portable personal computers around wherever they go. The group wants its staff to be on-call during the clock to speed up decision-making in a move which brings the paperless office one step closer to reality.

Executives will be expected

to bring their machines to the office every morning and take them home in the evening just in case a crucial call from London or New York comes through late at night.

The company said there had been no protests about the scheme because employees had been consulted before it was announced. It did not expect any difficulty training staff

since "personal computers are easy to use". Omron, which specialises in making equipment for running factories by remote control, intends to spend about £500m (£22.2m) on the scheme over four years.

The most important role for the computers will be to act as an electronic message system. For example, directors could be invited to a board meeting by computer and send their replies back the same way.

Omron said it was working on two outstanding problems. One was how to prevent junior staff from seeing data destined for their seniors. The second was how to allow executives to approve documents in the time-honoured way of stamping them with a personal seal or *hanko*. An electronic *hanko* is one option.

Malaysia frees detainees

By Wong Sulong in Kuala Lumpur

MALAYSIAN authorities yesterday released another five political detainees, including Karpal Singh, a prominent human rights campaigner and opposition member of parliament after holding them without trial under the Internal Security Act for the past 15 months.

The five were among 120 government critics arrested in a security crackdown in October 1987. The government said the operation was necessary to defuse racial tensions.

Silver economic lining to Malaysian political cloud

Strong recovery in past two years follows recession, writes Robin Pauley, recently in Kuala Lumpur

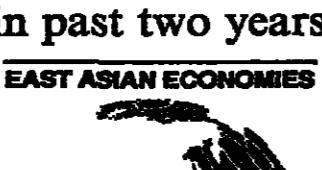
MALAYSIA has, to revive an overworked pun in the country which is the world's largest producer of rubber, bounced back from recession with two years of strong economic growth.

But what bounces up often comes down quickly. The key to avoiding future sharp collapses in the country's fortunes depends on the extent to which the economic base can be diversified and strengthened, with less reliance on agriculture and commodities and a greater contribution from a competitive manufacturing sector. So far, it is looking good, the storm clouds being political rather than economic.

In addition to its dominance in natural rubber, Malaysia leads the world in palm oil and its production and is a major producer of timber, cocoa and pepper. The commodity sector, including oil and gas, accounts for nearly two thirds of gross domestic product. If oil is excluded commodities account for about 40 per cent of GDP.

Like other countries, notably Australia, which had had it back for too long on the back of the seemingly endless demand for ever more expensive natural resources, Malaysia was hit hard when the slump came. Falling oil prices only added to the pain. Real GDP contracted by 1 per cent in 1985 and grew by a miserable 1 per cent in 1986.

In 1987, growth zipped back up to 5.2 per cent and the esti-



MALAYSIA

tated I now urge commodity producers to become traders, to buy and sell, to go downstream with their earnings from their commodities. So timber producers are going into plank and furniture production, rubber planters are manufacturing down the line to turn out rubber gloves and latex products, palm oil producers are getting into production of edible and non-edible palm products. We are convincing people that commodities alone are not the future."

The statistics tend to bear this out. While the shares of GDP accounted for by agriculture and mining in 1989 will remain around the levels they were in 1984 and 1985 – about 21 per cent for agriculture and 10 per cent for mining – manufacturing's share in 1989 should be about 25 per cent – up from 20 per cent in 1981 and 1982.

There are two other factors which suggest that Malaysia may be able to sustain its current high growth rates and yet not overheat. One is the competitive level of the Malaysian currency against the US dollar, against which it has depreciated by 7.5 per cent during 1988; during the last four years, the ringgit has depreciated by 10 per cent against the US dollar, 50 per cent against the yen, 50 per cent against the D-Mark and 20 per cent against the Singapore dollar.

It shows on the trade accounts: US\$5bn surplus on visible trade and US\$2bn sur-

plus on current account of the balance of payments in 1988. Suggestions, principally from the International Monetary Fund, that the currency might be revalued, have so far met with a cheerful but determined no.

The other optimistic feature is the level of foreign investment which enjoys a range of incentives, at least until 1990. In the first nine months of 1988 more than US\$1.2bn of foreign investment flooded into Malaysia compared with \$765m for the whole of

UK MPs urge sharp cut in CoCom curbs

By Peter Montagnon, World Trade Editor

AN IMMEDIATE and radical cut in Western restrictions on sales of sensitive technology to communist countries was urged yesterday in a report by an influential group of UK parliamentarians. A report by the all-party House of Commons Trade and Industry Committee said: "The time has arrived for a major reform of the whole procedure. This would be timely, given the major economic reforms accomplished in progress or planned in Eastern Europe." The report, on which the Government had no immediate comment, seems bound to fuel the growing debate in Europe about the role of CoCom, the 16-nation Co-ordinating Committee on Multilateral Export Controls which monitors sensitive East-West trade. CoCom is dominated by the US which has been arguing against a relaxation of controls despite the thaw in East-West relations.

Written against the backdrop of a declining UK share in exports to Eastern Europe, the report singles out the controls as "the major self-imposed restraint on exports to Eastern Europe".

"It has been persuasively argued before us that CoCom restrictions hamper the pace of economic reform in Eastern Europe, encourage sales of high-technology equipment from elsewhere in the world to Eastern Europe and reduce economic interdependence between East and West Europe."

Among the changes sought by the committee were:

- A change in the rules to force those who objected to sales of technology to prove their case rather than, as at present, placing the burden on the country seeking permission to export. This would help prevent a log-jam of pending cases, the committee said.
- An increase in the exercise

EC warned of import threat from E Germans

By Peter Montagnon

EAST GERMAN goods will have "almost unfettered access" to the whole of the European Community after 1992 if no effective controls are created on trade between East and West Germany, the British textile and clothing industries said yesterday.

Its warning, contained in a submission to the House of Commons Trade and Industry Committee, brings into the open the nagging worries of some European industries about the lack of controls on intra-German trade.

East German textile goods entering the West German market are not considered as imports which means that special privileges apply, including exemption from import duty and value-added-tax as well as less stringent quantitative controls than those applied to other state trading companies.

Ms Liz Fox of the British Clothing Industry Association (BCIA), who wrote the submission, said the industry was concerned at the reluctance among West Germany's community partners to raise the issue of intra-German trade

ACP highlights EC trade-squeeze fears

By David Buchen in Bridgetown, Barbados

FEARS ARE growing in the 68-strong group of African, Caribbean and Pacific (ACP) countries that forces beyond its control are squeezing its goods further out of the EC.

ACP leaders used the meeting this week in Barbados with European MPs to press home anxieties that European Community states are destroying their supposedly special trading relationship with their former colonies.

The EC, they complain, has given too much to other developing countries in negotiations with the General Agreement on Tariffs and Trade is threatening to scrap protective arrangements for ACP products in the cause of creating a single EC market, and seems set against any new commercial concessions in the current renegotiations of the Lomé Convention.

In addition, most ACP states fear dilution of EC aid and trade benefits, with Haiti and the Dominican Republic sending ministers to Barbados this week to hammer on the door for entry into the Lomé club. Fears particularly on the part of the English-speaking Caribbean, that Europe may switch its focus towards Central and South America were fuelled by the fact that it fell to two Spaniards this week to

NZ to join Soviet gas car venture

By Steven Butler

THE SOVIET UNION has entered a joint venture agreement with a New Zealand consortium to develop Soviet natural gas reserves for use as a transportation fuel.

The aim is to convert vehicles to compressed natural gas (CNG), and to build a distribution system that could service up to 500,000 vehicles in the next five years, the period covered by the agreement. This would create the world's biggest fleet of CNG-powered vehicles.

The consortium consists of Maritime Pacific, a trade group, and the Liquid Fuels Management Group, a former government agency which established a similar programme in New Zealand in 1979 that led to the conversion of 200,000 vehicles, or 15 per cent of New Zealand's vehicle fleet.

"These are areas in which the UK is denying its competitors potential trade in the East. We have not received any information on the strategic importance of restricting the export of such items to Eastern Europe."

The agreement, signed recently, calls for establishment of the venture after completing a feasibility study, due by July. The Soviet partners are the Ministry of Gas Industry and the Ministry of Automobile Transport.

The venture appears broadly aimed at earning hard currency for Moscow as liquid fuels can be exported more easily and profitably than gas.

It called for more openness in the implementation of the rules, adding that most objections to UK applications for CoCom licences come from the US on technology grounds.

Processing of applications within CoCom should be further speeded up it said. The Department of Trade and Industry should conduct a study on the impact on trade of CoCom restrictions and the matter should be debated each year in the House of Commons.

Thai copyright war divides Washington

Peter Ungphakorn on Washington's battle against fake products in the Far East

THE REAGAN Administration took more than a month to decide on punitive action against Thailand following the breakdown on December 12 of trade talks between the two governments on intellectual property protection.

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UK NEWS

Government sets target for mobile phone services

By Hugo Dixon

THE GOVERNMENT yesterday unveiled a radical plan for how the mobile communications industry, already one of the British success stories of the 1980s, can continue to expand into the 1990s and beyond.

The plan, announced by Lord Young, the Trade and Industry Secretary, involves the introduction of two brand new types of mobile service and a substantial upgrading of the existing car phone networks. The idea is that, by injecting more competition into the industry, more people will be able to make phone calls when they are away from their homes or offices and Britain will be kept in the forefront of mobile communications developments.

There will be four operators for the first new service called telepoint. A consortium led by British Telecom has been granted one of these licences.

However, in order to defuse political objections that BT would monopolise this market, the Government has told the company to reduce its 60 per cent stake in the consortium to below 50 per cent.

This instruction itself caused confusion within BT's consortium, with one of its partners, STC, the UK electronics group, claiming that it had bought BT's share. BT said this claim was "pish" and that it had yet to decide whom to sell its share to. The other members of the BT consortium are France Telecom and Nynex, the traditional phone operators in

France and New York respectively.

Telepoint, a technology pioneered in the UK, will allow people to make phone calls when they are within 150 metres of base stations, tens of thousands of which will be installed around the country.

It will be much cheaper than the present car phone system and the handset costing less than £200 and call charges not much higher than on the mainstream fixed network. Its disadvantage, however, is that only outgoing calls will be able to be made at least initially.

The other successful telepoint applicants are: Ferranti, a consortium comprising Shave Communications, Motorola of the US and Mercury Communications; and a consortium of Phillips, Barclays Bank and Shell. Most plan to start their service by the early summer, rolling out quickly across the country.

Lord Young caused a surprise by announcing plans for a second new type of mobile service, which he called "personal communications". The exact specifications of this have yet to be worked out, but it will certainly involve two-way communications and will be designed to compete with the present cellular networks.

The Government plans to consult widely with the industry over the next three months to determine exactly how the new system will work.

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BP adds 550m barrels to oil reserves

By Steven Butler

BRITISH Petroleum, the world's third largest oil company has added about 550m barrels of oil and oil equivalent to its reserves from discoveries made since the beginning of the year.

The discoveries, which BP has yet to disclose in full officially, are understood to have at least replaced last year's oil production.

BP's total reserves amount to about 5bn barrels of oil, concentrated in the North Slope of Alaska and the North Sea.

The discoveries came in addition to BP's 1988 acquisition of British, which brought with it an additional 1bn barrels of oil reserves.

BP officials are understood to be confident that this figure can be raised further by careful reservoir management.

The overwhelming majority of the company's discoveries are in the North Sea and on the UK continental shelf. The largest addition to reserves has come from the Firth field in the UK sector of the North Sea. This was a 200m barrel discovery, 150m barrels of which belong to BP.

Discovery of an offshore extension to the Wytch Farm field, near Bournemouth of the southern coast of England, has increased proven reserves by 100m barrels to 250m barrels, half of which belongs to BP.

Many oil industry analysts believe that the results of a drilling programme in progress are likely further to boost this figure substantially.

Four gas discoveries in the southern gas basin of the North Sea have added a total of 400bn cubic feet of gas or 70m barrels of oil equivalent. BP has, in addition, made three oil discoveries in the central area of the North Sea adding 100m barrels to its own reserves.

Exploratory drilling at the Ula field in the Norwegian sector of the North Sea has increased reserves from 240m barrels at the end of 1987 to 400m barrels today. BP is understood to believe there are also believed to be good prospects for further increases.

BP has a 67 per cent interest in the field, and earlier in 1988 put the reserve figure at 330m barrels.

Further significant liquid discoveries were made in Papua New Guinea at fields operated by Chevron, the US oil company. BP has a 25 per cent interest in the Ingraham and Hedin fields, which have added to BP's reserves 600m barrels of crude oil and liquid gas condensate.

BP's commitment to continue efforts to replace its reserves by exploration was underscored by its acquisition of British, which had a large, highly prospective portfolio of exploration licences in the North Sea.

As part of the acquisition, BP gave a firm pledge that it would continue with an active exploration programme.

• Max Wilkinson adds: The Government yesterday approved plans for the £165m development of the Emerald oilfield, about 70 miles west of the Shetland Islands. The development, by Sovereign Oil and Gas, is likely to provide work for 2,000 people during the next 10 months. About 1,400 jobs will be created in Scotland and some in Middlesbrough.

Although the meeting has only routine business on its agenda, Mr Geoffrey Bell, the chairman, is expected to reassure shareholders that the bank is in sound condition having, at the Bank of England's insistence, maintained its independence from Equitacorp.

They did not bribe, bully or misrepresent those who took part. The programme was transparent and avoided triviality.

In spite of various various criticisms, the report said: "We accept that those who made it were acting in good faith and without ulterior motives."

The documentary caused a big political row after the IBA gave the go-ahead for transmission despite being asked by Sir Geoffrey Howe, the Foreign Secretary, to postpone it until after an inquest.

Thames would be taking legal advice on the whole range of coverage on the documentary and would then decide whether or not to proceed.

The report by Lord Windlesham and Mr Richard Rampion, a leading libel lawyer said: "The programme-makers were experienced, painstaking and persistent."

They did not bribe, bully or misrepresent those who took part. The programme was transparent and avoided triviality.

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Equitacorp executive quits Guinness Mahon board

By David Lascelles, Banking Editor

MR GRANT ADAMS, Equitacorp's representative on the board of Guinness Mahon, resigned as a non-executive director of the merchant bank yesterday.

His departure follows last week's decision by New Zealand-based Equitacorp, which owned 61 per cent of Guinness Mahon to sell in the professional liquidators. On Wednesday, Mr Adams and two colleagues resigned from GPG, Guinness Mahon's former sister company.

Equitacorp's 28 bank creditors who have now assumed ownership of Equitacorp's interest in Guinness Mahon and GPG met yesterday to coordinate their position. They

are expected to announce today that they have appointed a leading City of London merchant bank to advise them on the disposal of the stakes.

The creditors are also expected to vote for the existing slate of directors of Guinness Mahon when they come up for re-election at the merchant bank's annual meeting today.

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English earns £6bn as a world industry

By David Thomas, Education Correspondent

ENGLISH LANGUAGE is now a world commodity with a market value of £26bn a year, according to a study published yesterday.

The study, by the Economist Intelligence Unit, claims to be the first attempt to assess in business terms the teaching of English as a foreign language.

Almost 21bn a year is generated by the English as a foreign language industry in the UK alone. English language courses account for £230m of that, with £170m generated by textbooks.

The study suggests that the fragmented UK industry will respond by collaborating on a joint marketing organisation and by rationalising the English as a foreign language examination system.

English: A World Commodity, Economist Intelligence Unit, 40 Duke Street, London W1A 1DW, £25 Europe, £185 US, £98 elsewhere.

With 70 per cent of the world's mail and 80 per cent of the information stored electronically written in English, the study projects a buoyant future for the English language business.

Growth of at least 10 per cent a year is forecast for the industry in the UK.

However, the report gives a warning that competition will intensify. Other Western European countries will probably try to set up more English language schools to capture some of the business.

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BP adds 550m barrels to oil reserves

By Steven Butler

BRITISH Petroleum, the world's third largest oil company has added about 550m barrels of oil and oil equivalent to its reserves from discoveries made since the beginning of the year.

The discoveries, which BP has yet to disclose in full officially, are understood to have at least replaced last year's oil production.

BP's total reserves amount to about 5bn barrels of oil, concentrated in the North Slope of Alaska and the North Sea.

The discoveries came in addition to BP's 1988 acquisition of British, which brought with it an additional 1bn barrels of oil reserves.

BP officials are understood to be confident that this figure can be raised further by careful reservoir management.

The overwhelming majority of the company's discoveries are in the North Sea and on the UK continental shelf. The largest addition to reserves has come from the Firth field in the UK sector of the North Sea. This was a 200m barrel discovery, 150m barrels of which belong to BP.

Discovery of an offshore extension to the Wytch Farm field, near Bournemouth of the southern coast of England, has increased proven reserves by 100m barrels to 250m barrels, half of which belongs to BP.

Many oil industry analysts believe that the results of a drilling programme in progress are likely further to boost this figure substantially.

Four gas discoveries in the southern gas basin of the North Sea have added a total of 400bn cubic feet of gas or 70m barrels of oil equivalent. BP has, in addition, made three oil discoveries in the central area of the North Sea adding 100m barrels to its own reserves.

Exploratory drilling at the Ula field in the Norwegian sector of the North Sea has increased reserves from 240m barrels at the end of 1987 to 400m barrels today. BP is understood to believe there are also believed to be good prospects for further increases.

BP has a 67 per cent interest in the field, and earlier in 1988 put the reserve figure at 330m barrels.

Further significant liquid discoveries were made in Papua New Guinea at fields operated by Chevron, the US oil company. BP has a 25 per cent interest in the Ingraham and Hedin fields, which have added to BP's reserves 600m barrels of crude oil and liquid gas condensate.

BP's commitment to continue efforts to replace its reserves by exploration was underscored by its acquisition of British, which had a large, highly prospective portfolio of exploration licences in the North Sea.

As part of the acquisition, BP gave a firm pledge that it would continue with an active exploration programme.

• Max Wilkinson adds: The Government yesterday approved plans for the £165m development of the Emerald oilfield, about 70 miles west of the Shetland Islands. The development, by Sovereign Oil and Gas, is likely to provide work for 2,000 people during the next 10 months. About 1,400 jobs will be created in Scotland and some in Middlesbrough.

Although the meeting has only routine business on its agenda, Mr Geoffrey Bell, the chairman, is expected to reassure shareholders that the bank is in sound condition having, at the Bank of England's insistence, maintained its independence from Equitacorp.

Equitacorp executive quits Guinness Mahon board

By David Lascelles, Banking Editor

MR GRANT ADAMS, Equitacorp's representative on the board of Guinness Mahon, resigned as a non-executive director of the merchant bank yesterday.

His departure follows last week's decision by New Zealand-based Equitacorp, which owned 61 per cent of Guinness Mahon to sell in the professional liquidators. On Wednesday, Mr Adams and two colleagues resigned from GPG, Guinness Mahon's former sister company.

Equitacorp's 28 bank creditors who have now assumed ownership of Equitacorp's interest in Guinness Mahon and GPG met yesterday to coordinate their position. They

are expected to announce today that they have appointed a leading City of London merchant bank to advise them on the disposal of the stakes.

The creditors are also expected to vote for the existing slate of directors of Guinness Mahon when they come up for re-election at the merchant bank's annual meeting today.

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Joint Credit Card Company sheds staff in reshaping

By David Barchard

THE JOINT Credit Card Company, which issues the Access credit cards, has shed 100 of its 250 sales staff as part of a streamlining operation to prepare for a new role as a multiple card processing organisation.

After last autumn's shake-up in the credit card industry, JCCC is developing its processing capacity to handle cards belonging to the rival Visa network and operations in continental Europe. It has also adjusted its systems to handle transactions in currencies other than sterling and the Irish pound for the first time.

The JCCC's traditional role has been in doubt since last autumn when its three major shareholders, National Westminster, Lloyds, and Midland banks, decided to compete against each other in offering credit card facilities to retail outlets. This had previously been carried out for them by JCCC, which is based at Southend-on-Sea in south-east England.

All three banks have now joined Visa International, the rival credit card network, so as to be able to offer retailers both Visa and Access products.

Mr Tony Lee, chief executive of Access, said yesterday that the Access sales staff had been told they were free to choose

how they should take advantage of new opportunities for them in the credit card market. He expected the winding down of the Access sales operation to continue.

Access has also tried to improve its image by redesigning the card to give it a more international appearance. This has been accompanied by an advertising campaign stressing the card's international ease of use. There are now about 1.3m Access card holders in the UK.

However, the banks owning the JCCC have given approval for an investment programme to expand its processing capacity. Mr Lee said that creating the extra capacity had been almost as great a task as setting up the system itself.

He said: "The company is now preparing to evolve towards a role which is mainly that of a commercial third-party processor."

Spokesmen for NatWest, Lloyds and Midland confirmed yesterday that none of the banks at present contemplated selling its stake in the JCCC.

A Lloyd spokesman said: "Access cards remain an extremely important product for us. However, we do expect that the JCCC will gradually move towards a larger processing role."

Polls favour more liberal Sunday trading laws

By Maggie Urry

TODAY OPINION polls published today show strong support for changes to the laws on Sunday trading in England and Wales. Sunday shop opening is already permitted in Scotland.

A National Consumer Council poll, carried out by Mori, which interviewed 1,780 people, said that 63 per cent of respondents were in favour of change and 32 per cent against.

The other, run by the Consumers Association and based on a sample of 1,200 members, said three out of four consumers "consider they should be allowed to go shopping when they like."

Mr Maurice Healy, director of the NCC, said: "This gives the Government a clear mandate to liberalise the law."

The polls come after a High Court decision which in effect prevents local authorities from getting injunctions to stop shops opening on Sundays.

Three councils applied for injunctions but were told that they could not be granted until cases at present before the European Court are concluded this year. That Court is examining whether the Shops Act, which councils have a duty to enforce, breaks the Treaty of Rome.

Not only does the idea of working with voluntary organisations dovetail neatly with the Government's general emphasis on individual responsibility in dealing with social issues, it also responds to a worldwide preoccupation. This is the need for official development spending to reach the poorest sectors of societies which are in the greatest need of help.

The ODA has worked with charities in the developing world. At one level that is seen as a cost-effective way of disbursing money for small individual projects involving particularly disadvantaged

UK NEWS

Learning to farm out grassroots aid

Peter Montagnon examines government and charity collaboration

IF THERE was ever an arm of Government that is not a candidate for privatisation, it is surely the Overseas Development Administration (ODA), which controls Britain's £1.3bn development assistance budget.

The business of administering official aid flows is so bound up with affairs of state that it is hard to imagine any way in which it could be hived off to the private sector. Yet, with its new emphasis on collaboration with voluntary bodies such as Oxfam and Christian Aid, it seems to be toying with what amounts to the next best thing, at least so far as longer-term development projects are concerned.

This new focus, which is far removed from ODA's most public role in joining with the charities to provide emergency disaster relief, was signalled by Mr Christopher Patten, Aid Minister, in a speech to an ActionAid symposium late last year. He said ODA was making "a pretty fundamental review of the working relationship between government and charities."

This is expected to be translated within a few weeks into a substantial increase in the £11.2m budget for jointly funded long-term projects in the developing world.

Even after the increase, which is likely to raise spending to about £19m or £20m, the amount spent by ODA on this type of operation will still be tiny compared with its total budget. Aid experts generally agree, though, that the philosophy behind the move reveals more about ODA thinking on development priorities than the money alone suggests.

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The ODA has worked with charities in the developing world. At one level that is seen as a cost-effective way of disbursing money for small individual projects involving particularly disadvantaged



Kano, Nigeria: ODA puts premium on community based projects

communities in far-flung places - projects which would otherwise be uneconomic for the department to handle alone.

Under the present system, the voluntary organisations selects possible projects for joint funding. The ODA is adamant that it is not trying to subcontract its fieldwork to outside agencies, but it does have certain criteria for the projects on which it chooses to spend money.

One is that there should be strong local community involvement in the recipient country. Here voluntary agencies, known in development jargon by the ponderous term of non-governmental organisations (NGOs), can play useful for their close contacts with similar organisations in the developing world.

Another is that the project should have some lasting developmental value and not just involve social welfare hand-outs. Projects should be self-sustaining in the longer term, which might mean the imposing of charges for the services provided.

Some development specialists go further. They are concerned that voluntary agencies might be used to alleviate the adverse effects on the poor from International Monetary Fund adjustment programmes of which they disapprove. But this transcends UK party politics.

It might be supposed that the voluntary agencies, which shy away from being seen as arms of government, would view suspiciously the prospect of such collaboration. Some do have reservations, but their criticisms are muted and most of the bodies welcome the emphasis placed on helping the most poor, which they see as a refreshing antidote to the idea of just dole out aid money in support of British exports.

"The ODA is coming closer to our own philosophy," says Oxfam, Mr John Cunningham, head of programmes at War on Want, adds: "It is an acknowledgement that the ODA recognises the importance of NGOs."

However, he admits to being worried that government involvement in voluntary projects might favour some countries over others, such as Vietnam, which receives no UK official aid although the needs of its poor are considerable.

The ODA hopes thus to promote what can best be described as grassroots capitalism - the creation of small businesses from which eventually wealth, economic growth and employment can be created. Officials at the ODA say this transcends UK party politics.

It might be supposed that the requirement imposed by the ODA on voluntary agencies as a condition for collaboration that they should do more to evaluate and appraise their projects.

Some of the largest international agencies such as Care and the Aga Khan Foundation have very well established evaluation systems. Indeed, the ODA has been so impressed with an Aga Khan Foundation rural support programme in northern Pakistan, into which it has already put £300,000 on a joint funding basis, that it is incorporating it into its mainstream bilateral aid programme for that country.

Yet ODA has long been worried about the quality of evaluation at some other agencies. This is a skill which many are too small to develop and of which their donors have little understanding.

"In principle we would certainly support more rigorous evaluation on the part of NGOs," says Mr Roland Hodson, chief executive of ActionAid. "The Government may play a useful role as a catalyst in helping NGOs do that."

If he is right, ODA may end up not only devising a means of making official aid money reach the poorest sectors of the community but also of creating a remarkable exception to the normal convention that more government involvement actually means less efficiency.

GOVERNMENT INVOLVEMENT WITH PRIVATE CHARITIES

	Private grants extended by voluntary organisations		Official contributions to voluntary organisations	
	Sm equivalent	\$ per capita	Sm equivalent	% of official aid
All OECD donors*	3,336	4.75	1,951	5.3
UK	191	3.37	12	0.7
USA	1,753	7.28	1,060	11.1
Japan	82	0.66	92	1.6

*18 lending countries grouped in the OECD Development Assistance Committee.

Source: OECD. Figures are latest available and relate to 1985.

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October	Retail Property
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THE PROPERTY MARKET

Advantages of remaining private

By Paul Cheeseright

Michael Birchall was 35 and rather bored. "I didn't want to sell houses for the rest of my life." That led to the birth of Sibec Developments 10 years ago.

"I didn't have a team," recalls the one-time chartered surveyor. He set up a one-room office above a travel agent in Wigan. "My biggest decision was whether to have a telex or not. My wife would answer the phone - we had the luxury of two lines." And there was a lady of 80-plus to do the books.

The property developer with a film programme is now more likely to be concerned with his executive jet and, as he put it, "trying to mature a business, whether it's private or public." In fact Sibec is private and likely to remain so. Had there not been a stock market crash in October 1987 and had the sentiment of the market not swung against the developer-trader companies, so fashionable in 1986-87, Sibec would have been quoted long since. But for the moment there is nothing the market can offer.

If there is a disadvantage in remaining private it is that "we don't have quoted paper where we can assess on a day-to-day basis what the company is worth, but, really, that doesn't matter," Birchall says.

The advantage is that Sibec has retained flexibility. "We don't have to respond to the fashion of the day." It does not have to do as comparable quoted development companies have done: be seen in the marketplace buying investment properties to boost net asset value per share when the object of the business is to generate cashflow by developing a property and selling it on.

The situation might be different if Sibec did not have what Mr Birchall believes is a more than adequate capital base to underpin the existing development programme, access to short-term borrowings and a sufficient cashflow to meet immediate commitments. By the middle of the year Sibec could have up to £30m on deposit.

There is no pressure for a

Michael Birchall: West-End style on a Mancunian base

listing. Mr Birchall holds just over 50 per cent of Sibec. Executives hold around 10 per cent and a syndicate of institutions led by Midland Montagu Ventures and TR Property Investment Trust has 40 per cent. This pattern of equity ownership lacks only the leavening of small shareholders that a quotation would bring.

Sibec's style is orthodox enough. With the development of, say, a shopping centre - the Sibec specialty - a major store is sought for a pre-leasing. With this in place, a construction loan is arranged through the banks. With the building taking place, an institution is sought to replace the

short-term funding with long-term finance.

The shopping centre at Aldershot is a case in point. It was a venture in two phases - the refurbishment of an existing complex and a newly built section. From the start there was income from the section to be refurbished. Sibec undertook the refurbishment, helped by bank finance, and then arranged with the Universities Superannuation Scheme to buy the refurbished part and to forward fund the new part. Thus Sibec took a profit on the first section and secured its return on the second.

An overseas strand of Sibec's activities will become increasingly important. If it works over a sustained period, it will make Mr Birchall, described by one broker as working "with West End style off a Mancunian base," an international tycoon in the sense that Sidney Mason of Hammerson became one.

This year, Sibec will earn 35 per cent of its profits overseas. By far the greater part of 1988 pretax earnings, expected to come out at just under £12m against £5.15m in 1987, have sprung from domestic activities. None the less expansion has been rapid. At the end of 1988 shareholders' funds were around £40m, compared with £25.8m at the end of 1987.

The eager lenders

Enthusiasm among the banks for lending to companies like Sibec has shown no signs of abating. Indeed, the pace has accelerated since 1987. In the summer of 1987, Mr Robin Leigh-Pemberton, Governor of the Bank of England, politely urged caution.

It is too soon to establish whether higher interest rates are having any effect. In the three months to November, bank lending to property companies rose by £2.2bn to a total of £21.2bn.

Chartered surveyors have been weighing this. Debenham Tewson & Chinnocks noted that in that last quarter there was a 5 per cent increase in commercial borrowing but property debt grew by 12 per cent.

Swills, with an eye backwards to the property crash of 1973-74, recalled that, then, bank lending to the property sector stood at 12 per cent of commercial debt, while now it stands at around 7 per cent.

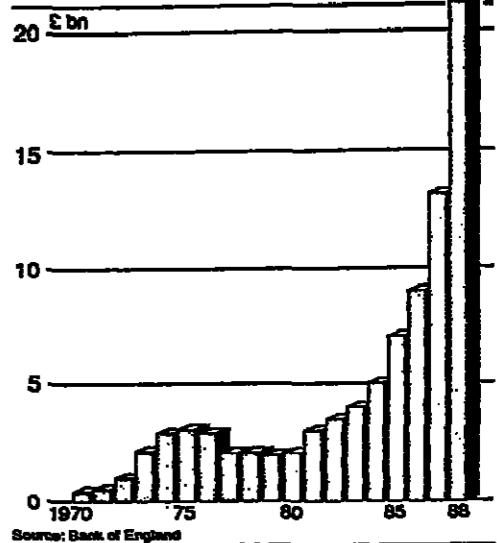
There is no sign that the pace of lending will slacken immediately. The property momentum will certainly be sustained over the next few months. This could be tempered by a reluctance among banks to lend on more marginal projects, given that higher interest rates could make the finances of some smaller companies look fragile.

What has made life easier for Sibec and others has been the growing competition among the banks and the drive into the marketplace by foreign banks.

Four years ago, overseas banks accounted for just under a quarter of the lending to property companies. Now that proportion has reached 38 per cent. In recent quarters the biggest push in the market appears to have been made by European banks.

Sibec has noticed that since it started to become involved in Belgium and Spain, its activities have attracted the attention of European banks. Once British companies

Bank lending to property companies

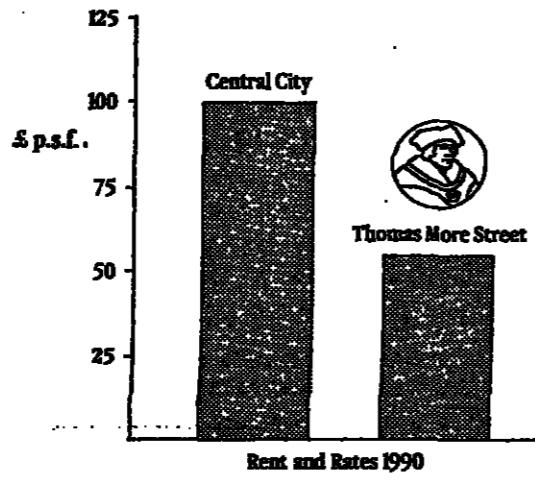


take on foreign commitments, their sources of financing inevitably widen and become more elaborate.

For Sibec this elaboration will probably reach a pinnacle with the financing of a £2.5bn plan to develop, in a consortium, a retail, leisure and cultural complex outside Leningrad.

This is likely to be led by an Austrian bank and will probably make Sibec's domestic financing arrangements look like a ride through play school.

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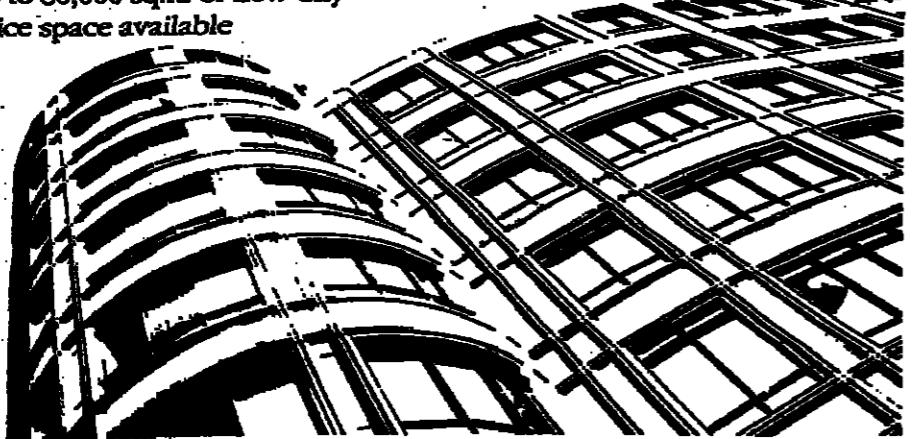
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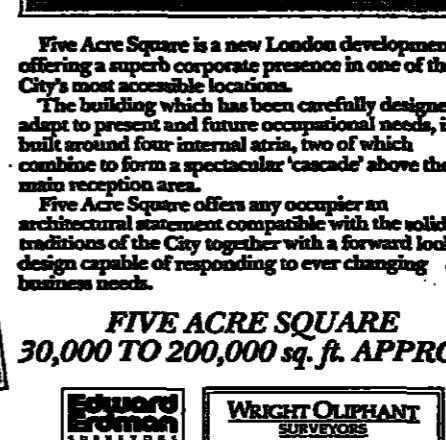
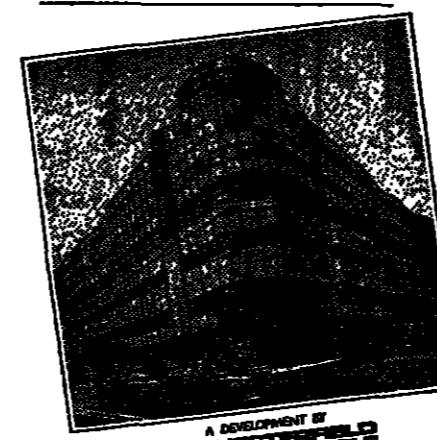
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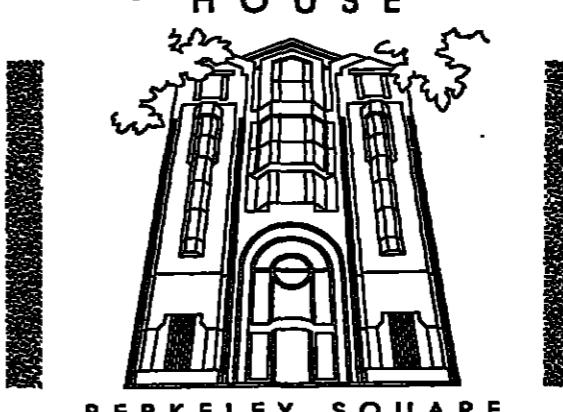
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The gospel according to Apple

It was evident from the moment he came into view, a silicon chip affixed to his forehead and wearing a cassock and Warren Beatty smile, that this was not going to be any ordinary computer show.

What he or the chip were doing at Macworld in San Francisco last week never became clear. But the presence of the cassock was more understandable. Macworld existed to celebrate the apotheosis of the personal computer – in this case, the Apple Macintosh.

The company itself was unapologetic about the celebration. Jean-Louis Gassée, of Apple Computer, California-based manufacturer of the Macintosh, explained before an audience of several thousand that they were there to celebrate the fifth anniversary of the advent of a magical computer – one that had transformed lives through its power and user-friendliness.

In an atmosphere similar to a Billy Graham revivalist assembly, users explained their conversion. One announced that the Mac was the first non-passive machine, a computer that allowed him to work with the other half of his brain to expand the reach of his body. It was, he said, like coming home. The congregation applauded.

The advantages of the Mac were unopposed, said another. The machine allowed you to do what you used to do, but better and faster; it let you do what you wanted to do and couldn't; and finally it offered applications you couldn't previously have dreamt about.

One convert explained that what he liked about the Mac was that not everybody initially liked it. You had to convert them.

At this point in the show, the Apple public relations team leant over to me and asked if I owned a Mac. After I had confessed single ownership of an Amstrad PCW, he said he would have a word with his counterparts in the UK who would loan me one. Then, he said, I would understand what this was all about. I felt rather foolish, as I had when a kindly Indian Moslem lent me a copy of the Koran and, on later hearing that I had read it, announced that I was now a Moslem because the word of God had been revealed to me.

The presentation continued

Ink spots hit the production trail

Paul Abrahams reports on the spread of the bar-code to factories

The ubiquitous bar-code is playing an increasingly important role in the development of modern manufacturing. The use of these machine-readable codes helps companies to improve quality and inventory control and sharpens their ability to trace the origin of a faulty product.

However, until recently, manufacturers found it difficult to make the process of applying bar-codes to goods integral to their highly automated production lines. There was little point in using bar-codes if their application – which was often by hand – caused production bottlenecks.

The makers of continuous ink-jet systems, which include Domino and Videjet, of the UK, and Image, of Valence in France, are trying to interest industrial companies in their technology as a means of overcoming this problem. They believe that continuous ink-jet printing operates quickly enough to remove the risk of bottlenecks.

Alan Barrell, chairman of Domino Printing Sciences, based at Cambridge, says that some of the company's machines can print as many as 35,000 bar-codes an hour.

The process is rapid because there is no direct contact between the printer and the surface of the product. Instead, the information is sprayed on in a jet of ink droplets.

In the ink-jet printer, the ink is pumped from a reservoir by a small rod which is made to vibrate by a modulated ultrasonic signal. The rod vibrates 64,000 times a second and forces the ink through a nozzle mea-

suring between 65 and 75 microns – about the same width as a human hair. Each second, 64,000 droplets are formed. As the particles of ink fall, they are measured to make sure that they are arriving at the right frequency. Each droplet in the stream passes through the nozzle faster than a bullet from a 22 rifle.

A selected number of particles are then given an electric charge by an electrode. As they fall further, they pass between two electrostatically charged plates which deflect the charged particles. The pattern of the droplets on the final surface is determined by a program that runs on an Epson portable computer. This informs the electrode how much it should vary the charge in each droplet and so dictates the degree of deflection.

The program takes into account both the aerodynamics of each individual particle's flight and the effect of each charged particle on the others – the charged particles repel each other and the program has to compensate for this. The uncharged particles are not affected by the electrostatically charged plates and fall straight down into a gutter to be pumped back to the reservoir.

Other sectors are now using ink-jet printers to help trace stock. Lucas Heavy Duty Brake Systems in Pontypool, a division of Lucas Industries, has installed two ink-jet printers on a production line manufacturing brake components. The printers were supplied by Videjet Systems International, a division of GEC.

Edward Male, a process engineer at the Pontypool factory, explains that each individual item manufactured on the line is given a unique code with yellow pigmented ink which will resist the harsh conditions of heat and salt-spray under the wheel arch.

"We haven't had a product fail, but if one does we want to be able to

assure our customers that we can find out where it came from and prevent

others getting out," says Male. "The cost of the printers – about £25,000 – is a small investment compared with the possibility of having to recall a whole week's production, about 90,000 items. If there is an error we would now have to withdraw less than 1,000."

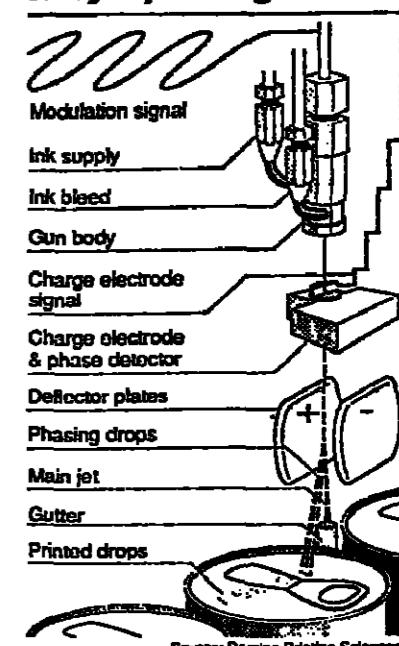
The other main stimulus to ink-jet printing has come from the pharmaceuticals industry, which has adopted it in an effort to improve the traceability of faulty products.

Digital Research is using the technology at its Scottish computer board factory. It aids quality control by showing which production stages have been completed and tested.

Mibelle, the toiletries and cosmetics arm of Migros, the Swiss retail cooperative, has installed 47 ink-jet systems on its production lines at Buchs, near Zurich. Max Basler, Mibelle's technical manager, stresses the importance of inventory control in a factory which handles 40m tonnes of raw materials a year and manufactures 150 varieties of product. He claims that this ink-jet installation is the largest in Europe.

"What we needed was a system which was fast and could print variable information in three different languages," says Basler. "Then we needed something that could be integrated with our computer system to keep track of the flow of goods and raw materials. Not only was ink-jet technology quicker than putting the label on by hand, but it also allowed us to reduce the number of personnel

Ink-jet printing



Source: Domino Printing Sciences

on the line."

Ink-jet printers are also being used increasingly by the print media to print subscribers' addresses on the publications. The machines can easily be added to existing print lines. Both Time and Newsweek, the US news magazines, use them, as does the Financial Times in the US.

Among the other organisations employing the technology to increase efficiency is The Inland Revenue, the UK tax authority. It has bought 11 Domino machines, which can print the addresses of taxpayers at a rate of 40,000 an hour.

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Swedes hear a powerful case for windmills at sea

By Thomas Land

THE Swedish Government is considering a report which recommends the building of up to 300 windmills at sea.

Carried out by the Swedish consultancy group VBB, the feasibility study concludes that a wind farm, costing just under £1bn, could produce by the end of the century about the same amount of electricity per year as a medium-sized nuclear power station. Built off the southern coastline, the report says that the power plant would have no adverse effects on the environment.

Wind-farms are expected to gain a price edge in electricity generation over coal, and nuclear power stations in the coming decade. This is because the cost of wind-generated electricity is continuing to decline, through technical advances and economies of scale.

The project, one of the most advanced in the world, involves anchoring the windmills to the seabed. Production costs are estimated to be comparable with those of power plant using other energy sources.

The feasibility study was commissioned by the local authority of Blekinge County, on the Baltic coast near the proposed marine construction site. It concludes that both wind and seabed conditions at the site, which is about 20km offshore, are suitable for power generation.

Because the average wind speed is substantially higher

and more even at sea than on the land, the wind-powered generators could function nearly a third more efficiently than comparable land-based units, says the report.

The windmills would be far enough from the shore to keep noise and television interference to a minimum and they would hardly be visible from the mainland.

Among the advantages of the project listed in the report are the social and economic acceptability of the scheme. It would provide up to 3,000 man-years of local employment.

Sweden is a world leader in the search for safe and environmentally acceptable energy sources. The quest is fuelled by the national energy programme which calls for the complete phasing out of nuclear power by the year 2010.

This necessitates a major building programme, costing more than £7bn, which is expected to result in substantial electricity price increases. But in the aftermath of the Chernobyl disaster in the Soviet Union, opinion polls conclude that many Swedes consider the price acceptable.

Sweden is already involved in marine construction in order to bury in the seabed the nuclear wastes generated by its existing reactors. The Government recently introduced provisions for dealing with nuclear accidents and published legislation to outlaw the building of new reactors.

MANAGEMENT

Taking stock of the moral, ethical and behavioural sciences

INSIDE EDGE

Michael Skapinker talks to Frank Heller about the influence of Britain's Tavistock Institute in worker democracy

In 1987 the prime minister opened a conference on the application of the social sciences to the world of work. In her speech she paid fulsome tribute to the social scientists who had pioneered the introduction of democracy into the workplace. She also announced an enormous social science research programme aimed at finding ways of encouraging even more democracy at work.

For those rubbing their eyes in disbelief, the prime minister in question was not Margaret Thatcher. It was Gro Harlem Brundtland, the prime minister of Norway. The conference she was addressing, in Oslo, was held in honour of the eminent behavioural scientist Einar Thorsrud, who had died two years previously.

That Mrs Thatcher is unlikely to talk about the social sciences in such affectionate terms is not without its ironies, says Frank Heller of the London-based Tavistock Institute of Human Relations.

Thorsrud and his Oslo Work Research Institute were strongly influenced by British ideas. Many of their theories on greater employee participation were originally based on work done at the Tavistock, as Brundtland acknowledges in her speech. Scandinavian companies such as Volvo were quick to see the advantages of greater employee involvement. British companies, for the most part, were not.

"One tends to get more credit abroad than at home," Heller says. The low regard in which the current British government holds the social sciences makes people like Heller feel even more beleaguered.

Heller admits that the Tavistock is partly to blame for its low profile in the UK. It does not have a public relations or press officer. As a non-hierarchical organisation, it does not even have a director. Heller is happy to talk about his own work, but is anxious that he should not be seen to be speaking on behalf of his colleagues.

The institute, which was set up in 1946, aims to combine research in the social and psychological sciences with consultancy and training. Among its recent projects are an examination of the reasons for violent attacks on staff at unemployment benefit offices, helping a company in Northern Ireland implement new guidelines aimed at combating religious discrimination and providing advice on organisational change to the Federal Electric Company in Mexico.

All the institute's funding comes from the companies, organisations, research foundations and government departments for which it does research, consulting or training work.

The institute shares its premises in Belize Park, North London, with the Tavistock Clinic, a psychotherapy centre which is part of the National Health Service. Although there is some personal contact between the clinic and the institute, there is no formal link between them. Only a small number of the institute's 36 members have a psychoanalytic background.

Only in the past few years have devices to encourage employee participation, such as quality circles, taken root in Britain. And yet, Heller says, managers in the UK have known about them for over 30 years.

He reaches for a book on his shelf which contains a description of the setting up of quality circles in a British hosiery company. The book was published in 1952. "What has Britain lost over these 30 years from not having picked up on these things?" he asks.

He concedes that British managers are more aware of the importance of employee participation today. He argues, however, that many companies attempt to introduce employee participation systems by buying pre-prepared packages from management consultants.

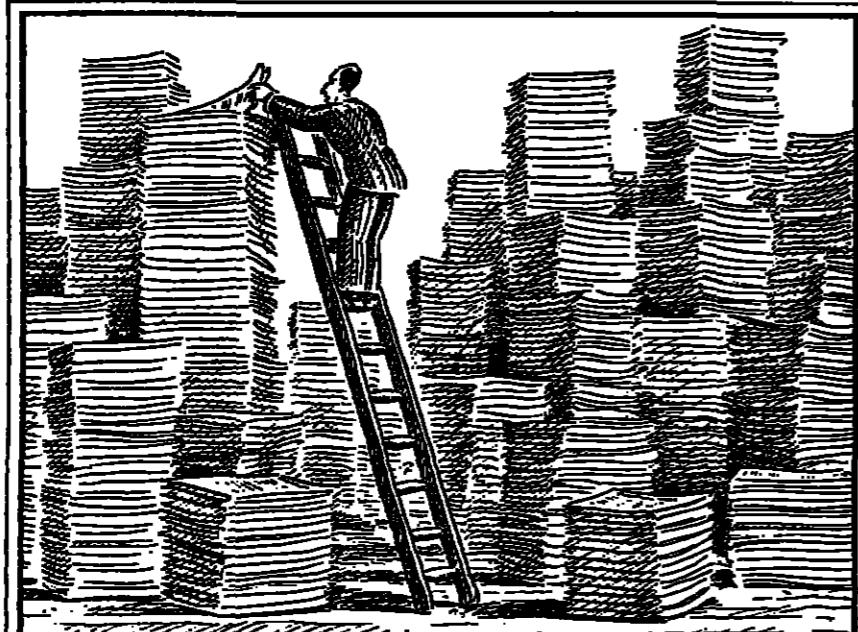
"People don't go to consultants to be told 'I don't know the answer to your problem. That will cost you £10,000.' But that would be better than spending £50,000 on a solution that doesn't work. I don't blame the consultants for that. I blame the purchasers who buy the wrong packages."

"The packages are sold with the aid of colourful brochures, but who in the company evaluates them? They wouldn't buy machines that way. They don't employ people internally who could advise them, or, if they do, they don't pay attention to them. With one or two exceptions, British companies don't use universities to advise them the way they do in the States."

"Three Studies in Management" by Jerome F. Scott and R.P. Lynton, Routledge and Kegan Paul, 1982



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FID 149

Corporate reorganisation

A quest for devolution

British Rail believes that it is succeeding with its drive to replace a hierarchical structure with a matrix system of control. Jimmy Burns reports

Trevor Toolan, managing director personnel at British Rail believes it is helping create something akin to a revolution.

"When we first started talking about it, the view was that we couldn't do it. Actually what's happened is that we've taken to it with a vengeance," he says.

The in question is arguably BR's most ambitious corporate reorganisation since the nationalisation of the railways in 1948. The aim today, however, is rather different from what it was then: the transformation of a once top-heavy, loss-making public corporation into a profitable market-led business capable of standing on its own two feet without the support of government.

One of the main planks of the reorganisation has been the speeding up of a management restructuring. This began in the late 1970s with the abolition of the second tier "divisional" management and its replacement by a tightly-knit chain of command involving regional and area managers.

The restructuring continued to develop in the early 1980s with the creation of five business sectors: intercity, network south-east and provincial passenger services, freight and parcels.

Now it involves further devolution of responsibility to area and subsectors including "self-accounting units" each with clear performance targets and a large measure of autonomy in marketing policy and staff organisation.

BR claims that the success of this move away from managing a traditional hierarchical organisation to managing a matrix was instrumental in helping the board last year record its best results in its 25 year corporate history.

Toolan admits that the success of the reorganisation has not yet proved uniform. The administrative overheads incurred by various departments at BR's headquarters along the Euston Road in London, is one area which has "so far escaped" the revolution.

By contrast BR's restructured legal department and new streamlined subsectors in manufacturing and maintenance

have been increasingly conscious of the extent to which managers within BR seemed relatively powerless to take simple decisions affecting resources. We have tried to change that so as to give individual managers a greater sense of responsibility and this has had an impact on the efficiency of a particular unit," says Toolan.

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Trevor Toolan: creating a revolution

THE DAILY TELEGRAPH, WEDNESDAY, JANUARY 25, 1989

Whitehall to cut phone bills by using Mercury

By David Millward, Political Staff

THE GOVERNMENT is expected to cut its £250 million annual phone bill substantially by switching half the lines within the "Whitehall village" from British Telecom to Mercury, the rival telecommunications company which has won a series of contracts over the past five years by undercutting BT.

Mercury is already responsible for about half the Government's long-distance lines. There are 35,000 handsets in Whitehall, defined by the Government's telephone managers as its offices within a mile of Big Ben.

Apart from being cheaper, Mercury's bills include a detailed list of calls made, permitting further economies by discouraging personal phone calls.

But even without the switch to Mercury, the Government could save more if departments throughout the country logged their calls and checked their bills from British Telecom, Mr John Bourn, the Comptroller and Auditor General, said yesterday.

Mr Bourn, who acts as the Government's accountant and financial watchdog, told MPs that Whitehall's record in controlling costs was patchy. Some departments kept a much tighter rein than others on phone bills.

Pilot logging schemes, designed to discourage civil servants from using phones for personal calls, achieved dramatic savings, Mr Bourn noted.

Where logging had been installed, savings varied considerably.

DSS headquarters in London, for instance, cut its bill by £41,000 a year after logging equipment was introduced.

DSS headquarters in Fylde, Lancashire, saved £70,000 a year.

The DSS in Newcastle saved £190,000 over two years and Customs and Excise in Southend saved £74,000 a year.

Mr Bourn said that the seven departments he examined could save the taxpayer £3 million a year if they logged all their calls.

Not only were departments slow in taking action to cut back the number of personal calls made by staff, they were failing to take action to prevent over-charging by British Telecom.

"Major advances in the control of the several tens of thousands of millions of pounds spent annually by departments on British Telecom call charges will only be possible when call logging is extended and British Telecom issue itemised bills," Mr Bourn said.

The change to Mercury, which is planned over the next two years, could be reviewed if British Telecom's charges become more competitive.

National Audit Office, Report by Comptroller and Auditor General, Management of Administrative Telecommunications (HMSO 04-16-16).

Peter,
What are we
doing about our
phone bills?
Gordon.

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Arts Week

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27 | 28 | 29 | 30 | 31 | 1 | 2

THEATRE London

Single Spies (Urtelton). Marvellously entertaining new Alan Bennett plays about Guy Burgess and Anthony Blunt, with Simon Callow and the author. Prunella Scales joins as Her Majesty the Queen. In National Theatre repertoire until Feb 4, then transferring to West End (228 2232).

A Walk in the Woods (Comedy). Alice Guinness and Edward Herrmann in feeble off-duty arms negotiation encounter by Lee Blessing. Guinness, back on the London stage after 10 years, is in subtle virtuoso form as the Soviet veteran of tactical stone-walling and misleading tricks (238 2378, cc 526 1438).

The Secret Rendezvous (Lyttelton). Bill Nighy and David Hayman for the National Theatre, a satirical but moving romance on life, love and family politics in Thatcher's Britain. The play of the year. Feb 8-11, 24, 25, 27, March 9-15, March 25, 27 (922 2232, cc 526 7200).

The Shaughraun (Olivier). Recommended Christmas treat, as Boucicault's melodrama is given the all-female treatment. It is also revealed as a key Irish dramatic milestone. Fine National Theatre cast led by Stephen Rea. (228 2232), Feb 13-16, March 1-4.

Brigadoon (Victoria Palace). 1947 Lerner and Lowe's "heather-scented" Scottish fairytale hit is handsomely revived and well sung, less frail than expected. (384 1317, cc 526 2222).

Mrs Klein (Apollo). Intriguing chat among the child psychoanalysts in Nicholas Wright's hit transfer from the National. Fizzing performances from Gillian Barge, Francesca Annis, Zoe Wanamaker (437 2683, cc 376 4444).

Orpheus Descending (Haymarket). Triumphal debut for the Peter Hall Company with Verdi's operas cast in a sensuous and intimate in atmospheric restoration of Tenekece Williams's last indisputably major play (390 9832).

Henceforward (Vaudville). Ian McKellen and Alan Alda in blissof fury and expense. Alan Ayckbourn's comedy of future shock and strained marriage. A tale of obsession, devotion, computer music, women as robots, gangs on the streets and a tug-of-love (538 9987, 741 9999).

New York

Rambo (Broadhurst). Neil Simon's last comedy is a self-consciously farce, with numerous changing doors and lots of mugging but hollow humour that misses as often as it hits. Christine Baranski leads an abundant cast in the inevitable but dispointing hit.

Cats (Winter Garden). Still a sell-out, Trevor Nunn's production of T.S. Eliot's children's poetry set to music is visually sumptuous, but geographically flat (238 5260).

A Chorus Line (Shubert). The longest-running musical in the US has not only supported Joseph Papp's Public Theater for eight years but also updated the musical genre with its backstage story in which the songs are used as vehicles rather than emotions (238 5260).

M. Butterfly (Eugene O'Neill).

The surprise Tony winner for 1988 is a somewhat pretentious and obvious meditation on the true story of the French diplomat who lied and married a male Chinese spy (246 0220).

Phantom of the Opera (Majestic). Stuffed with Maria Björnson's gilded sets, Phantom rocks with Andrew Lloyd Webber's haunting melodies in this mega-transferred from London (238 6200).

Chicago

Driving Miss Daisy (Grier Street). The touching relationship between a dowager, played in this production by Dorothy Loudon, and her black chauffeur express the changes in the South over the last several decades (248 4000).

Steel Magnolias (Royal George). Ann Francis and Mardie Rodd play the leads in this view of southern life from under the dry, wavy hairdressing establishment (388 9000).

The Play (Pineapple). Prudic, August Wilson continues his production of the American black in history with a play set in 1936 about a family's arguments set round an elaborately carved heirocrom piano. Ends Feb 11 (443 3800).

Tokyo

Noh (National Noh Theatre). A double bill consisting of the famous Noh play, Aot no Ue (Lady Ao), and a comic interlude (kyogen), Japan's most esoteric art form is not to everyone's taste, but should be experienced at least once by everyone who wants to discover why Japan was never beaten a "western" nation. (Wk 1st 1pm) (423 1231).

(Most other Noh theatres are open at weekends only. Check local press for details.)

Carmen (Aoyama Noh Theatre).

A double bill consisting of the famous Noh play, Aot no Ue (Lady Ao), and a comic interlude (kyogen), Japan's most esoteric art form is not to everyone's taste, but should be experienced at least once by everyone who wants to discover why Japan was never beaten a "western" nation. (Wk 1st 1pm) (423 1231).

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Paris

Opéra Comique. Jean Baptiste Lully's Arys. The Grand Siècle in all its splendour; received the Grand Prix de la Critique in 1987. Salle Favart (bookings 47 42 53 71, info 47 42 57 50).

Paris Opera. Wagner's Die Meistersinger von Nürnberg conducted by Lothar Zagrosek. The Hamburg Staatsoper production begins at 5 pm and lasts for

MUSIC London

Itali Ilmiani with Paco Peda and John Williams (guitar). Flamenco, classical solos and music from South America combining the talents of the great Chilean group and two of the world's top guitarists.

John Sloboda (piano). Rachmaninov's Second, Wagner's Hall (Sun afternoon) (305 2141). Music from the Flames. Third and fourth concerts in series by Michael Giesler, Brahms, Schoenberg, Zemlinsky. Musikverein (Fri).

Wiener Symphoniker conducted by Christoph Eschenbach. Beethoven, Haydn, Brahms. Musikverein (Sun).

Wiener Kammerorchester conducted by Gunther Pichler. Weber, Haydn, Schubert. Konzerthaus (Sun, Tues).

Philharmonia London. Berliner Rundfunk, Regga, Römer, Mozart, Beethoven. Musikverein (Sun).

Clementine Consort conducted by René Clemencic. Musikverein (Mon).

Adriatis Trio Wien. Erod. Dvorak. Austrian Radio and Television Centre (Tues).

Frankfurt

Hot Jazz Meeting 89 with Terry Gibbs and the Woody Herman

Damnation of Faust. Salle Pleyel (Thur) (45 68 07 98). Orchestre National de France conducted by Rudolf Barshai, with Franco Gulli (violin). Stravinsky, Mozart, Shostakovich. Alte Oper, Grosser Saal (Sat).

Munich

All Stars. Mr. Acker Bilk's Paramount Jazzband, Jazzbandell Orchestra, NDR Big Band with Etta Cameron and Munster's Old Myrre Tale Jazzband. Alte Oper, Grosser Saal (Sat).

Milan

Young Polish pianist Krzysztof Zimerman with three works by Beethoven: Leonore overture No. 1 and Piano Concertos Nos. 1 and 3. Teatro Comunale (Fri, Sat and Sun) (277 2236).

Rome

Berlin Philharmonic Orchestra with Katalin and Mariella Labeque (piano), conducted by Semyon Bychkov. Schubert, Brahms, Mozart. Konzerthaus (Sun, Tues).

Beethoven conducting the wind section of the Chamber Orchestra of Europe. Berg and Schoenberg with Oleg Maisenberg (piano) and Thomas Zehetner (violin) (Fri).

Aleksandr Lazarev conducting Tchaikovsky's Suite No. 3 in G Major and Rachmaninov's Aleko. With Galina Kostyuk (soprano), Tamara Sinyavskaya (mezzo-soprano), Aleksandr Fedin (tenor) and Evgenij Nesterenko (bass) (Sun, Mon, Tues). Auditorium.

Amsterdam

Hague Philharmonic conducted by Alain Lombard, with Dmitri Sitkovetsky (violin), Prokofiev, Stravinsky. Andrew Rangell piano recital. Kaufmann Hall (Wed) (227 6000).

Beethoven's last works performed by Juilliard students illustrating the theme "A Decade of Ferment", as demonstrated by composers Stefan Wolpe, Henry Cowell, Milton Babbitt, John Cage, George Crumb, Lou Harrison, Miriam Glikson, Charles Wuorinen, Robert Erickson, Gyorgy Ligeti, David Diamond and Leon Kirchner. Free but tickets required. Juilliard Theatre, Lincoln Center (Wed, Thurs) (738 5000).

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ARTS



Two studies of an eagle's head by Perino del Vaga

Chatsworth's hidden drawings

Susan Moore at the Fitzwilliam Museum, Cambridge

After two substantial exhibitions, and two depicting sales, it might have seemed that there were no great Old Master drawings at Chatsworth that remained unnoticed. Not so. A further selection from this celebrated private collection has come to the Fitzwilliam Museum, Cambridge (until March 19), after an American tour organised by the Virginia-based International Exhibitions Foundation. Its quality and range are breathtaking.

The 124 drawings were chosen by the Fitzwilliam's director, Professor Michael Jaffé (who is currently preparing a full catalogue of the collection). His focus here is the 16th and 17th centuries, and those areas of Italian, Flemish, Dutch, German and French draughtsmanship left largely unexploited by the two previous curators, the formidably distinguished A.E. Popham, and James Byam Shaw.

The collection, amassed largely by William Cavendish, 2nd Duke of Devonshire (1572-1628), can still boast four Leonardo grotesques, three drawings by Raphael, and a group of Rembrandt landscapes. There would have been more Raphaels had not Sir Thomas Lawrence managed to persuade the 8th Duke to part with three studies for "The Transfiguration" in return for a portrait of George IV.

These major sheets are justly celebrated, even if exhibited for the first time. Others have been overlooked, such as Hans Rottenhammer's "Diana and her Nymphs Bathing" or wrongly attributed, like Annibale Carracci's stunning modello for the Assumption altarpiece now in Dresden. It is the first time since the 18th century that Domenichino's beautiful, two-sided cartoon has left the house.

Some of the loveliest drawings are not by the most distinguished hands: a spectacular St Christopher carrying the Christ Child by the Bolognese artist Pietro Faccini; a surprisingly beautiful red chalk drawing

Speed-the-Plow

LYTTELTON THEATRE

This is the David Mamet play seen on Broadway last year with Madonna as the temporary secretary caught in the crossfire between two new youngish executive Hollywood Turks. Some reports suggested she held up the play, others she was just Madonna out of her depth.

My first reaction to the National Theatre version, directed by Mamet's longtime associate Gregory Mosher, is that depth is not anything Madonna could have been out of in this play.

By the very high standards he has set himself in what Robert Brustein has memorably identified as the tragic joy of *American Buffalo* and *Glengarry Glen Ross*, *Speed-the-Plow* is thinly textured and slight.

At the National, two of the performers are miscast, and the design and lighting, by Michael Merritt and Kevin Rigdon, are poor. The settings are of cheap-looking art deco fawn fuzz, with mottled glass screens, and random signs of redecoration – blotsches of paint, a step-ladder. But there seem always to be acres of space, dead patches, muzzy long shadows and black spots.

It is a tale of Tinsel Town, of sudden power, sudden lust, sudden betrayal and swift adjustment. At its heart lies the great American entertainment industry paragon over Art versus Money. "Is it a good film?" the secretary asks. "I admire you for not being ashamed to ask the question," replies Bobby Gould, the newly

installed Head of Productions. Charlie Fox, his sidekick of 11 years standing and grovelling, has brought him a prison movie outline with sex, violence and high buddy content by a failed writer who has crossed the street.

Before this project goes straight to the mire, Head of the Studio, Karen, the secretary, challenges Bobby's explanation of the "courtesy read" procedure for unwanted, whimsical "artsy" ideas based on classic Eastern novels. She latches on to one about radiation, the loss of love and the End of the World. She is asked to report on it and to go to Bobby's house that night. Bobby has bet with Charlie that he can roll her in his driveway.

In the second of three short acts, Bobby and Karen kick around the radiation book over drinks. In the third act, he collects, Bobby has dropped the prison project and plans to propose the radiation film. Charlie rallies and saves the day, Karen goes. Another nail is banged in the coffin of art, good intentions, open-eyed dreams that the world might be changed by decent behaviour and honest work.

These themes are interesting, but not that interesting. The great thing about Mamet is his energy and sense of danger, his use of demotic slang and specialised jargon to convey a sense of crisis on stage. He does this while being riotously funny, but the trick only works sporadically in this

production, and only when Alfred Molina is on stage as Charlie. I hope the NT sign up Molina for a long sentence on the South Bank. He is a wonderfully vital and appealing actor who sets about Mamet's cascading rhythms and stylistic switchbacks with a real physical vengeance and faultless technique.

The Bobby Gould of Colin Stinton and the Karen of Rebecca Pidgeon, yet another woefully inexperienced NT recruit, are stiff and manufactured in comparison. Mamet is nothing if not a sexy writer, and his spiralling speeches, fast riffs and spots need to be ridden with blemish and panache.

Stinton is fast and organised, but he disappears when not talking. Blockish and down, he signals like an automaton and is an implausible cozer of sexual charm, the odour of power. Pidgeon never really lets us know what she thinks, but conveys on speaking very clearly. Ambiguity over the qualities of the awful radiation novel is permissible. But this girl is a go-getting moving too fast for her own good. She is found out by Charlie, then makes a mistake. None of this is invested with any tension or grit.

The overall impact is of a random flimflam, and not of the greatly rampaging jungle warfare initiated on other Mamet occasions.

Michael Coveney



Anastasios

Romeo and Juliet

COVENT GARDEN

Two young newcomers as Romeo and Juliet on Wednesday night brought an inevitable and charming air of innocence and tenderness to the Veronese tragedy. Viviana Durante has also a quickness of temperament that helps explain the obsessive nature of Juliet's love, so that when faced with family pressures and more than ever determined to be true to her passion. This Miss Durante brought off with a splendid fire the character alert with feeling, the dancing in the third act cast in bright, commanding lines of emotion.

Her expressive directness is right for Macmillan's version, which, from the first, round its motor energy in Lynn Seymour's proud and head-strong girl. In matter of dancing Miss Durante showed her best qualities of darting, clear-pulsed movement: she was all ecstasy in the balcony duet; watch-like yet true to herself in the arms of Paris; when she finally yielded to him. A distinguished debut, in sum, that role is already hers, and will develop.

Not least, I hope, in making the run to Friar Laurence even freer and more urgent; shades of Seymour (and Olomouc and Pilselskaya) in the Lawrence ageing) justifying the evening for us on this note.

Bruce Sansom's Romeo is socially a cut above most of his predecessors. Not for him the usual maleness of a roaring boy. There is an element of reserve, of good breeding, that touches every aspect of the character, and yet does not diminish the immediacy of his love for Juliet. Cool, perhaps, at moments, it is nonetheless a reading well-reasoned, well set

out, and dramatically credible. Purity of physical diction, clarity of line mark his dancing; and lightness of technique is matched by a simplicity of emotional means. It is a portrait very youthful, very English, and none the worse for that.

Among other casting new to me, especial praise for Guy Niblett's Tybalt. Mr Niblett, who has been seen such advantage in roles calling for charm or decency – Giorgio in *Valley of Shadows*, the Nutcracker Prince – has drawn an arrogant bully with unerring directness and force. The dramatic depth and intelligence of the company playing I think very fine, reflecting exactly the varied textures of Bernard Haitink's grand account of the score.

Clement Crisp

Opera in San Francisco

Josephine Barstow gave the most memorable performance in a San Francisco Opera season whose successes were largely those of individual artists. Replacing Anja Silja as Katerina Ismailova in the company's Russian-language *Lady Macbeth of Mzensk*, Barstow gave a supremely infected, deeply affecting account of the title role.

Her performance anchored the season's finest ensemble effort. Also outstanding in a uniformly strong cast were Michael Devlin as a menacing blustering Boris, William Lewis as a haltingly ineffectual Zimov, and Jacque Trussell as the artful, sly Serge. This revival of Wolfram Skalicki's production yielded the finest work in the pit to date by John Pritchard, now the company's music director.

The company's only "home-built" new production, a Nicolas Joel *Parfisi* with designs by Pet Halman, proved little more than a haphazard exercise in "Eurotrash." The stated goals of its production team were to bathe a traditionally gloomy

opera in bright (fluorescent) light and to supplant its nature. But, as the team did not suggest, the Grail Forest and Temple so much as the holiday windows in an expensive *parfumerie*. Ironically, the attempts to balance the Christian symbols with those of other religious traditions did little more than prove how central Christian symbolism is to this drama.

Klingsor's eminence, a huge black skull flown in from above stage, yielded little beyond an understandably shaky performance from an acrobatic Walter Berry. Kuntry's second-act entrance, on a red peacock bed one-third the size of the stage, similarly inhibited the seductive efforts of the rapturously beautiful Waltraud Meier.

The American premiere of Rossini's *Moanum* II (in the Met's drab Benois sets for *L'Asedio di Corinto*) was a wretched enterprise and an absorbing evening. Alberto Zedda conducted with a knowing feel for Rossini's unusual musical architecture.

Although Marilyn Horne did not fully command the role of the general Calvo, there was exemplary Rosini singing to be heard from Chris Merritt as Paolo Erizzo, Simone Alaimo as Macometto, and Robert Tate as Condulmer. After a somewhat tentative start June Anderson gave a sumptuously alert performance as Anna.

A revival of *The Rake's Progress* at the Hockney production was lamed by John Mauceri's lifeless conducting. Jerry Hadley was a vivid, winning Rake and William Shimell made an auspicious American debut as Shadlock, but the other important roles were either over- (Victoria Vergara's Baba) or under- (Susan Patterson's Ann Truelove) sung.

Some of the season's most exciting surprises were of an extra-musical nature. A revival of the infamous *Ponelle Der Fliegende Hollander* was salved when, after a first performance fraught with vocal misadventure Deborah Polaski cancelled her remaining Senta and subsequently announced that she was abandoning her operatic career after God appeared to her in the San Francisco hotel room, commanding her to devote herself solely to religious music.

Late in the season, Eva Marton, singing the title role in *L'Giocanda*, waged war with the superstitious. Audience mirth over the vernacular translation prompted the star soprano to shout, in English, from the stage, "What's so funny?" When her audience gasped in amazement, she added, "We're working up here," and left the stage. Although she returned to complete the role, she declined a curtain call.

Timothy Pfaff

Strauss and Mozart

FESTIVAL HALL

With the organ in full cry and an extra posse of a dozen trumpets, the *Festival Prelude* by Richard Strauss set the latest of London's musical series off to a raucous start. One of the benefits of the current pre-occupation for arranging concerts in themes is that it allows the musical directors of the London orchestras to indulge their specialities, as Tilo Thomas has with Gerswhin or Ashkenazy with Shostakovich.

And so it is likely to prove in this case too, as Strauss and Mozart have long been composers dear to John Pritchard in the opera-house. The series of six concerts on which he is just embarking with the BBC Symphony Orchestra looks set to re-affirm how satisfying his mellow outlook and plain good sense are in the interpretation of Strauss and generally in Mozart, although on the evidence of this first concert

one should not assume Pritchard's music-making will always be a known quantity.

The main Strauss work of the evening did arguably go as expected: a serious go and exaggerated account of *Don Quixote* with Timothy Hughelli holding his own as the cello soloist, at least given the favourable balance that obtains on the radio. But the urgency with which Pritchard launched into Mozart's Prague Symphony was a welcome surprise, as was the absence of the "big-hand" heaving that one anticipates nowadays from classical composers on a conventional orchestra.

For the novelty of the evening Pritchard and the BBC had come up with a real rarity. This was Strauss's *Takke* – an extraordinary glorification of the battle of Hastings in the form of a vast choral ballad, whose main (only) source of amusement for a British audience is the witless music with which Strauss sees fit to portray the victorious Normans. Even Pritchard described the score as "doubtful," a judicious choice of words.

As so often with this composer, the scale of the work is in inverse proportion to its musical inspiration. Three soloists were called for – the soprano Alison Wells, tenor Neil Colley and baritone Neil Howlett – and on this occasion there were no less than three choirs, with the combined forces of the BBC Singers, the BBC Symphony Chorus and the London Choral Society, all of whom no doubt enjoyed themselves enormously. More modest (and more inspired) Strauss follows next Wednesday.

Richard Fairman

ARTS GUIDE

Continued from Page 14.

EXHIBITIONS

London

The Royal Academy's Italian Art in the 20th century, after German and British, the third in the Academy's roughly biennial sequence of major national surveys. This is an exceptionally thorough study of the earlier phases, carefully setting out the successive developments of Futurism, Metaphysical Painting, Realism and Abstraction, but is rather more cursory and haphazard in bringing the story up to date. Daily until April 9, except Good Friday; sponsors Aitken and Fiat.

Grand Palais. Paul Gauguin. Coming after Washington and Chicago, 250 works from the United States, the Soviet Union, Japan and Czechoslovakia, together with those in French possession, form the first great retrospective since 1969 of the legend of Gauguin. 1988-1989, January 14 until April 24, closed Monday, closing night Wed. (42 68 58 50).

Musée Picasso. Because the floors of the museum are crumbling under the passage of visitors, all the paintings have had to be taken down during repairs, which will last for two months. Louvre, Pavillon de Flore. Rembrandt and his school are on show in two exhibitions at the Louvre. 70 drawings consisting of a panoramic of Rembrandt's masterpiece and can be compared with 54 drawings executed by his pupils. The other exhibition

consists of 25 canvases and is especially interesting in view of the recent controversy about attributions of some of Rembrandt's own paintings. Both exhibitions closed Tue. the 2nd, second March 27. Ends opposite the Quai des Tuilleries (42 68 58 50).

Centre Georges Pompidou. Tinque's tinkerings genius sets his machines swirling and whirling in a riot of colour, yet the mood of the 100 exhibits moves from the exuberance of his early to the more measured participation in his recent works. Closed Mon. Ends March 27 (42 77 12 53).

Brussels. Musée Belvédère. Les Flâneurs de la Sécession. The art of pottery in the 19th century. 7 Place du Palais des Beaux-Arts. Palais des Beaux-Arts. 3rd Belgian Antiques fair organised by 48 Belgian collectors and dealers. This year's theme is "the unexpected" – l'objet imprévu. Ends February 12, 518 4631.

Musée D'Art Moderne. A retrospective of the paintings of Jean-Jacques Gallard (1950-1978). Closed Monday. Ends March 12.

Antwerp. Museum of Contemporary Art of Antwerp. British exhibition 1960-1988. A major exhibition of works by 36 contemporary British sculptors. Closed Mon. Ends March 5.

Rotterdam. Boymans-Van Beuningen Museum. Twin exhibitions on

Rembrandt and his school comprising a lavish 200 drawings and 30 paintings, all from the museum's own collection. Ends March 5.

Antwerp. Koninklijk Museum voor Schone Kunsten. Leopold de Wael. Golden Light: Art of the Icon. Contains 125 icons dating from the 14th-17th centuries. Many of the Byzantine, Cretan and Russian icons are on public view for the first time and are lent mainly from private collections.

Berlin. Brücke Museum. Paul Klee. 1907-1930. The exhibition concentrates on Klee's most creative period in Berlin in 1910-1911, the most patron, not only of the arts but also the sciences. He kept Johannes Kepler, the astronomer from near starvation and made Prague a centre of art and culture. Ends Feb 26.

Museum der 20 Jahrhunderts. Klassische Moderne. A collection of the Museum's contemporary art. Ends March 7.

Hermes Villa. Portraits by the fine-de-cale artist, Gustav Klimt and Emilie Flöge. Ends Feb 13.

Rome. Villa Farnesina. Via della Lungara 220. Over 100 frescoes by the French artist, Honoré Daumier, most of which originally appeared in the Parisian satirical paper *Charivari*. Unable to attack his monarch Louis Philippe directly during the years 1830 to 1848, Daumier lashed out viciously at other monarchs, mostly European, but with a particular viciousness directed at the Emperor Sowlo, king of Haiti, for their racist attitudes. Until Feb 28.

Venice. Kunsthalle. Scythian Gold, the golden art-

facts of the Scythians, a nomadic people who once ruled over a large area north of the Black Sea. The 170 exhibits, ranging from gold and silver ornaments, armours and tableware – were found in the ritual grave mounds of the Scythian kings. Ends February 26.

Kunsthistorisches Museum. Prag 1860. A marvellous exhibition at the Kunsthistorisches Museum in Vienna. The show includes the nine Farnese Hercules in a highly decorative setting. From the Debut of 1860, and L'Europe qui Marche – the latter looking acutely isolated in one of the vast stuccoed rooms of the Castello. Giacometti's polychrome figures are seemingly struggling to gain an identity from the improbable setting. A fascinating side-show to the main exhibition is Giacometti seen by photographers, including 120 photographs of the artist by family, friends and members such as Renée, Cocteau, Breton, Ernst Schäfer, and Brassai, covering his life from the age of eight up to his funeral. Until Feb 26.

New York

Metropolitan Museum of Art. More than 100 works by south-west American artist Georgia O'Keeffe covers the range of her career, including her influential photographs, her paintings and stark desert landscapes. Half of the works are from the estate of the artist, who died in 1986. Ends Feb 5.

National Gallery. Out of more openings in Moscow and better US-Soviet relations. Edward Nakashima now has a New York gallery devoted to Russian art (and in the spring will open a

gallery in Yokohama). The first New York show comprises more than 200 paintings, drawings and decorative objects from the Pushkin era, to be followed in August and Moscow museums.

Washington. National Gallery of Art. Cézanne: the Early Years. Already seen at London's Royal Academy of Art and the Musée d'Orsay in Paris, the exhibition continues to the US. It features 35 drawings showing Cézanne's proto-impressionist techniques from 1859 to 1872. Ends April 30.

Hirshhorn Museum. Part of a four-city US tour of the contemporary German artist, Gerhard Richter, the exhibition, featuring 20 of his old master's work, has raised American appreciation of his figurative and abstract periods with 44 paintings as well as an installation piece based on colour photos and two objects. Ends Feb 12.

Tokyo

National Museum. Treasures from the Ninnaji Temple in Kyoto. This Zen temple was founded in 888, but most of its present buildings date from the 16th century. The

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Friday January 27 1989

Lawson versus Delors

THE FUTURE shape of the European Community has become the subject of a vigorous debate between Mr Jacques Delors, on the one hand, and Mrs Margaret Thatcher and Mr Nigel Lawson, on the other. In his outspoken attack on the idea of an economic and monetary union (EMU) as "essentially damaging diversion", Mr Lawson was responding to Mr Delors' recent assertion that treaty amendments would be required for this very purpose. Mr Lawson warned bluntly that "neither the British Government nor the British Parliament is prepared to accept the further Treaty amendments which the President of the Commission evidently envisages."

Behind the fury of the debate, a philosophical conflict between two differing conceptions of the European Community can be discerned. For the present British Government "the single market is a decisive step towards a more liberal Europe." For Mr Delors, by contrast, the single market programme is just one element in the construction of a new European political entity.

In the face of such divergences of aim, it is vital to make practical progress where agreement exists. Mr Lawson is right, therefore, when asserting that calls for immediate advances in debatable areas outside the single market programme itself will get in the way and may represent damaging diversionary tactics.

Protectionism

Mr Lawson is justified, too, when he stresses the dangers of protectionism. He also identifies an itch for unnecessary regulation at the Community level, which the British Government is right to scratch.

Mr Lawson's case would be more compelling, however, if the actions of the British Government had not so often been at variance with its protestations. It was not the Community that forced British acquiescence in the UK's voluntary restraint arrangement on imports of Japanese cars or that introduced the concept of reciprocity into the Financial Services Act of 1986. Was it in the teeth of British opposition that the Community

Unconvincing

Mr Lawson asserts that "subject to the overriding need to bear down on inflation, we fully accept the advantages of reducing currency fluctuations." The first half of this is wholly unconvincing. Monetary policy under Mr Lawson has certainly not been ruled by any "overriding" need to bear down on inflation, at least by comparison with most of the full members of the European Monetary System.

The monetary sovereignty on which Mr Lawson insists is a license to deprecate the currency. Since 1982, when sterling went off the gold standard, the purchasing power of the pound has fallen no less than 26 times and, even under the present Government, it has halved. Why does the Government wish to preserve its right to go on drinking from this poisoned chalice?

Nevertheless, the priority is completion of the internal market on liberal principles and, in the field of monetary policy, further development of the European Monetary System. While Mr Lawson's remarks on monetary union may placate the Prime Minister, they cannot obscure the absurdity of UK policy on the EMS, since full membership would be precisely the sort of practical step that should recommend itself to the UK. For how long can even a man a self-assured as Mr Lawson hope that audiences will listen with straight faces to repeated statements that "we will join the exchange rate mechanism when we believe that the time is right?"

London's rail future

IN PUBLISHING the Central London Rail Study, Mr Paul Channon, the Transport Secretary, has taken the first, and probably decisive, step towards solving London's chronic congestion problems. The report makes a cogent case for spending £3.5bn on new infrastructure, part of which would involve the building of new rail lines under the capital. With the facts and arguments now in the public domain, the pressure for action is likely to prove irresistible. Mr Channon wants to present a bill to parliament by November. He should be allowed to do so.

The figures on overcrowding more than confirm anecdotal impressions of a deteriorating service. The number of Underground passengers arriving in central London during the rush hour, for example, has jumped by nearly 50 per cent since 1982, causing serious congestion in 25 Underground stations. The study projects substantial further growth in central London employment during the next 13 years. The consequences include a 20 per cent rise in British Rail trips during the morning rush hour, a 13 per cent increase in Underground journeys, and chronic overcrowding in a further 10-15 Underground stations.

First step

Action is clearly necessary. The first step is a £1.5bn programme of improvements to the existing network involving more trains, extensions to stations and the restructuring of services (for example the splitting of the Underground's Northern Line into two separate routes). Considerable expenditure on signalling equipment is required. The report puts forward two options. The first, called Full Cross, consists of BR gauge tunnels running north-south and east-west. The second involves the same east-west rail link plus a new north-south tube line. Capital costs

in both cases would be around £2bn. Either package, it is argued, would eliminate around 85 per cent of the congestion not dealt with by the upgrading programme.

The Full Cross scheme looks marginally more attractive since it is cheaper and offers a higher ratio of benefits to costs. But either would be a welcome improvement. The chances that the capital spending involved would prove unnecessary look minimal. This study, like so many previous Transport Department reports, bases its calculations on its lower projection of employment growth: an M25 outcome is thus entirely possible with investment falling to keep pace with rising traffic. Indeed, the study concedes that its estimates of benefits from investment may be "cautious rather than optimistic."

How to pay

The knotty issue is how to pay for all this desirable investment. Mr Channon, unlike the 19th century creators of the Underground, does not want to lose his shirt. He is prepared to make gains where there are sufficient non-user benefits (for example reductions in road congestion) and will try to extract cash from developers who stand to benefit from enhanced land values. But the bulk of the costs will have to be met by unspecified increases in fares. There is no question of sales-tax payers in the rest of the country subsidising better transport in London. This is a hard-nosed conclusion, but probably justified given the regional distribution of wealth and employment in Tyneside.

The study has only one serious drawback: its narrow terms of reference. It does not make sense to analyse rail congestion in isolation. Ideally, Mr Channon should have commissioned a study of London's overall transport needs — in other words looked at cars and buses as well as trains. He should have analysed the costs and benefits of market-based solutions to congestion, such as road pricing. It is hard to believe, however, that such a wider study would not have reached similar conclusions on the need to invest heavily in rail infrastructure.

James Buchan and Peter Marsh examine the spectacular success of the world's biggest pharmaceuticals group

The winning mix in drug research

Dr William Campbell is a senior research biologist at Merck, the US company which is, by a wide margin, the world's biggest pharmaceutical group. In 1981, after six years of research and development, he brought to market a drug called ivermectin which has revolutionised the treatment of cattle against parasites and provided more than \$1bn (2584m) in sales.

Dr Campbell — an expatriate Irishman with a hint of burr in his voice — is among a team of 80 research scientists who work on animal health at Merck's main laboratories in Rahway, New Jersey, and who cost the company more than \$8m a year.

Despite Dr Campbell's cheerful admission that the team is "a very long way" from finding a successor to ivermectin, he says he is given a free rein: "One of the wonderful things about Merck I've found is that nobody looks over my shoulder."

You don't have to be at Merck long to hear the word wonderful. The company's annual drug sales of more than \$5bn are some \$1bn more than those of its nearest rivals, Britain's Glaxo, Ciba-Geigy of Switzerland and Hoechst of West Germany. Of the world's 50 top-selling drugs, Merck is responsible for six — twice as many as any other company.

Merck's success was highlighted three days ago when it reported net income for last year of \$1.5bn, a 33 per cent rise on 1987. The company is worth almost as much on the stock market as the Ford Motor Company and more respected (according to a Fortune magazine survey) than International Business Machines — both of which are much bigger companies.

Merck is given highest marks for managing its \$650m-a-year research effort tightly and tying it closely to the marketing of drugs.

makes a point of employing some of the world's top pharmaceutical researchers and, as Dr Campbell has discovered to his satisfaction, giving them freedom to pursue intellectually challenging work. Much of this research involves novel scientific ideas in areas such as biotechnology which could lead to new drugs tailored to attack particular ailments.

Merck's way of handling R&D can be seen most clearly at its Rahway complex, a neat 250-acre expanse of brick buildings and lawns which looks like a university campus but for the piping that winds round the buildings from a pilot chemical plant.

Rahway's 1,700-odd scientists get the lion's share of the company's R&D spending and it shows in the glittering array of computers, centrifuges, gene synthesizers and other expensive gadgets that are piled one above the other in the laboratories.

Mr Bradley Sheares, a young biochemist who has just arrived at Rahway from post-doctoral work at the Massachusetts Institute of Technology, says: "MIT is not shabby by any stretch of the imagination. But here there's plenty of money for research, too, and nobody needs it."

In these research labs, and at a site of the same size at West Point, Pennsylvania, Merck has developed 15 drugs with sales of more than \$100m in therapeutic classes ranging from animal parasitology to cardiovascular treatments, antibiotics and anti-ulcer drugs. A clutch of new treatments and vaccines are in clinical trials.

Besides showing such largesse in research, Merck spends a lot of management time targeting scientific efforts to ensure they are aimed at therapeutic areas which have large sales potential. Examples of this approach include Merck's development of Mevacor, a drug to combat

Another key to Merck's approach is a close involvement by marketing staff in new research projects. "There are continuous meetings between scientists working on a new product and the people who will eventually sell it; this ensures that when the drug comes to the market it will meet a real need," says Mr John Lloyd Huck, who worked for Merck for 28 years, finally as company chairman, before retiring in 1986.

Business observers have particular praise for Dr Roy Vagelos, Merck's current chairman, who replaced Mr Huck. 55-year-old Dr Vagelos is a biochemist who has the rare distinction of being admired both for his management and scientific skills. He also figures in an often repeated Merck legend: as a boy, he waited at table and washed dishes at his parents' dinner on Irving Street in Rahway, half a dozen blocks from the Merck laboratories. His sister married a Merck chemist, she met in the luncheonette and Roy, too, became fascinated with the scientists who came through.

Ambitious, serious, practical — like that other famous Greek-American, Michael Dukakis — Dr Vagelos worked his way through two universities, did a spell as an intern at Rahway and as a doctor in Boston. After a career as head of biological chemistry at Washington University in St Louis, he returned to Merck in 1975 to run Merck's research department, which was going through a dry spell.

At the time, most drug research consisted of random screening of natural substances, or "cranking out the assays," as the industry calls it. Under Dr Vagelos, Rahway gradually decreased the prominence of random screening in favour of a new approach — tailored drug design — just catching on in the industry. This was to identify key steps in the development of illness and then design a drug to break the chain.

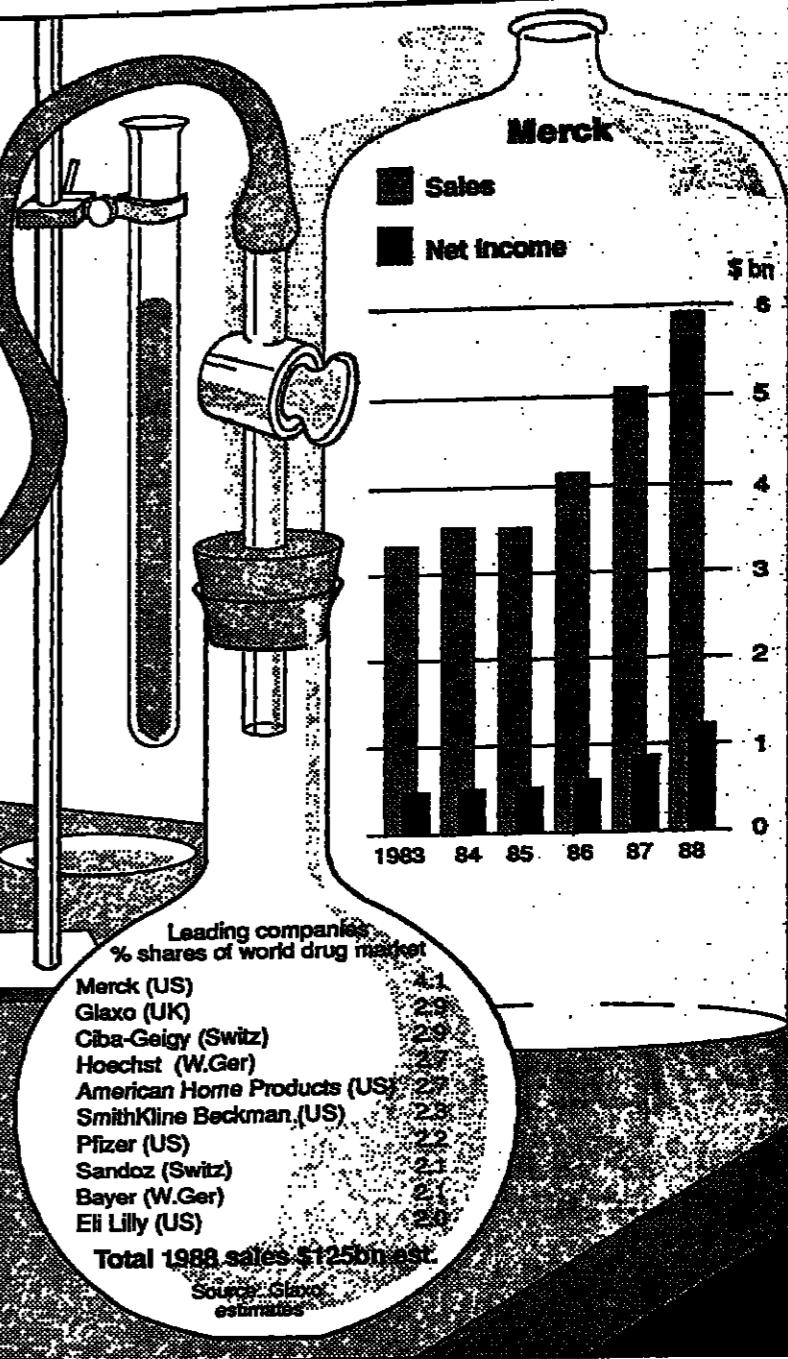
"My background was in medicine, biochemistry and enzymology," Dr Vagelos says. "We undertook to change that research entirely. I told the chief executive who hired me, Henry Gadsden, that it was a risk because I'd never worked in drug discovery. It was a fantastic risk for the company."

This underlines an essential element of Merck: its staying power. During the 1970s, when virtually nothing of interest was emerging from its research pipeline, the company kept on with its large-scale R&D activity.

In the end this policy — and the tailored drug approach — paid off, most spectacularly in the shape of Mevacor, launched in 1987 with estimated sales last year of \$200m, making it the most successful new drug ever.

Other projects — Vascotec, the anti-platelet Prinomax, a new drug to tackle enlarged prostate glands in men and new compounds that could combat AIDS — have followed the same "rational" pattern. "If you are lucky enough and your chemists are good enough, you can get so specific that you just turn off one enzyme and nothing else, and there are no side-effects, just exaggerated effects," says Dr Vagelos.

Dr Vagelos has brought his own style to Merck: informal, egalitarian and intensely businesslike. Several scientists say they were attracted to



Rahway not just by the research facilities but by the ease with which scientists mingle there.

On the marketing front, Merck says it goes to some lengths to maximise the credibility of its specialised sales force — the "detail" men who call on doctors to tell them about new Merck drugs. Mr Louis Privitera, a senior Merck vice-president says: "We hope that when a representative of Merck walks in, the physician will know he is both well-informed and honest."

At this stage in its corporate life, there is nothing Merck will not take on. Although it has developed only one genetically engineered product — a hepatitis vaccine — it believes it can dominate the biotechnology industry. "We have as strong a capability as any pure biotechnology company," Dr Vagelos says. Mr Samuel Finkel, a leading Wall Street pharmaceuticals analyst, agrees: "When Merck puts its mind to something, its resources — its money — can buy everyone else."

As well as its army of admirers, Merck also has some critics. The company has come under attack from some consumer lobbying groups for its massive promotion of Mevacor and another similar anti-cholesterol drug called Zocor which is in its research pipeline. The cash spent on marketing such products would, according to this view, be better spent in telling people to eat less fatty food and exercise more to stop the cholesterol build-up in the first place. Merck has,

however, won plaudits from other consumer groups for its decision to give away ivermectin to 250,000 people in central Africa afflicted by river blindness, an often disastrous tropical disease caused by parasite attack.

For all its size, Merck still has only 4.5 per cent of the fragmented world pharmaceuticals market. "I feel to be No 1 and so little is ridiculous," says Dr Vagelos. "If we could double our market share, then we would have the revenue stream that will allow us to work in all the interesting fields at once. At the moment, we have to race to be ahead of the competition."

"My dream is to be like Bell Laboratories in its heyday. It was so large and could work on so many things and things so way out that they would not pay off for years. I'm talking about the absolute strike, like the transistor. I'm talking about pure basic research."

As for the future, among Merck's rivals only Glaxo is credited with the organisation and the research clout to match the US company over the next few years. Other companies, not strong enough to manage the rising R&D costs and relentless competitive pressure, are expected to merge in a wave of consolidation which could severely thin the ranks of the 70-odd companies with sales of over \$100m. Whatever the shape of the world pharmaceutical industry in the 1990s, Merck will continue to have a very large part in it.

Peace comes to Oxford

THE OXFORD Union has traditionally gone in for full-dress debates, for or against a motion. Recently it has developed an additional format under which a single speaker is invited to give his views. Last October it was Jimmy Carter, a former US President.

Carter addressed a joint meeting of the Union and the University Middle East Society, his Camp David agreement on the Middle East being the achievement for which he is most remembered.

Pandolfi thought about appointing a team of scientific boffins, but may have been talked out of it. "His behaviour is extremely odd," said one diplomat, and he may be persuaded to appoint a conventional cabinet in the end.

The lack of one has done him no harm so far. Pandolfi put up a very spirited defence when Bruce Millan, the British Commissioner in charge of regional policy, sought to reduce the Italian share of regional funds.

It was not as electric as it might have been, because so much has changed in and around the Middle East since Carter spoke. For one thing, Abu Shireh dropped in, for the second time, on William Waldegrave, the junior Foreign Office minister, who in between had been to call on Arafat himself in Tunesia.

For another, there was a conspicuous lack of hostile demonstrations. The Oxford University Jewish Society did telephone the organisers to protest, but their complaint was that they had not received an invitation to the meeting.

Etiquette

There is a lot to be said for the convenience of business: reply cards accompanying invitations to official events. Yet it is surely surprising if a hit to be expected to sign your name under the printed word: "I am delighted to accept." "There are some things we do out of duty." "So-and-so will attend" should be quite enough.

Dr Howells

After losing the by-election in Gowan to the Scottish Nationalists last November, the Labour Party is plainly determined to put up heavyweights in future campaigns. The shortlist for the by-election pending in Pontypridd included a deputy headmaster, an NHS scientist and Ivor Richard, a former European Commissioner, as well as Kim Howells, the eventual winner.

Pony, as everyone in Wales calls the constituency, is not an archetypal valleys seat despite its Labour majority of over 17,000. It has a strong agricultural sector as well as a council with several Plaid Cymru (Welsh Nationalist) members. Plaid is talking about a swing in its favour, which is another reason why Labour took the selection so seriously. Even Roy Hattersley, the deputy leader, was vetting the list.

Danish Volvo
The Danes are planning a major trade campaign, Denmark in Britain, to be launched by Queen Margrethe in London in April. They cannot be too pleased, however, about the results of their preliminary research.

Malene Djursa, a lecturer at Copenhagen Business School, found that about 40 per cent of the middle and senior British management did not know that Denmark is a member of Nato and 20 per cent have not yet realised that Denmark has joined the European Community. The ignorance of the general British public is much wider.

The point of the campaign is to show that Denmark is now primarily an industrial country. In fact, exports of manufactured exports are up 30 per cent. Yet it is surely surprising if a hit to be expected to sign your name under the printed word.

He is also up with the times. "I thought of wearing my leather jacket to the selection meeting," he said. "But my mother told me to wear a suit, so I wore a suit."

Superiority
"Are women really equal to men?" is the title of a discussion advertised at a Berkshire club. Someone has written underneath: "Women are equal to anything."

OBSERVER



"Stop complaining - at least you didn't have to pay me."

Howells had a four-year spell in the Communist Party, but reports: "So did Denis Healey." He uses his postgraduate doctorate from most people call him Dr Howells. A local boy, he lives and works in the constituency as research officer for South Wales miners.

In the miners strike of 1984-85 he stranded the fence. An enthusiastic supporter of miners' solidarity at the start, he turned into an opponent of Arthur Scargill's tactics before the end.

He is also up with the times.

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POLITICS TODAY

Walk with care. There are bogs everywhere, and more to come. This warning applies to Britain and not, as you might think, Ireland. For Mrs Margaret Thatcher's Conservative Government is busy creating a nation of bogs - boards of governors - hand over fist.

Boards of governors will manage the schools that choose to become independent of locally elected councils. More bogs will manage the hospitals that choose to detach themselves from the control of health authorities. We will hear about them next week when the Government publishes its proposals for the National Health Service. Boards of governors - call them committees if you are picky - will manage the housing associations that will take over many "opted-out" public housing estates.

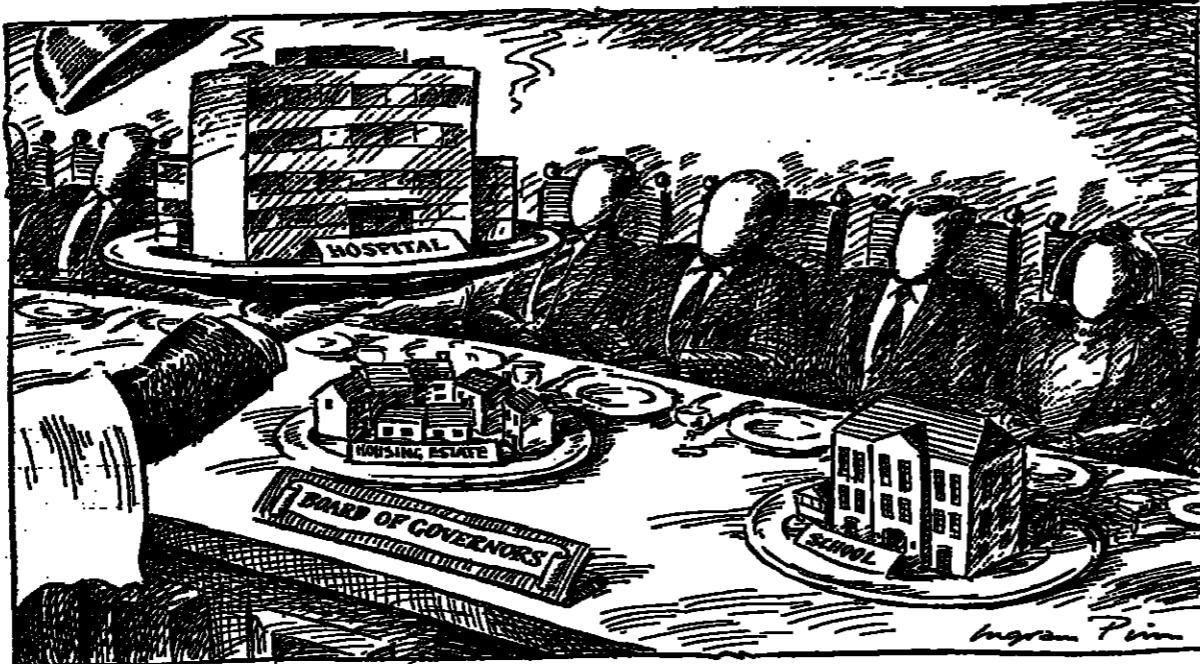
The Government's Bog Strategy is either devilishly clever, or very stupid. At the moment it is impossible to tell which. Bear with me and I shall explain.

Seen from Downing Street, Mrs Thatcher's first decade in office divides into three unequal and overlapping periods. In the first inflation was brought under some sort of control, the trade unions were put in their place and the broad lines of macroeconomic policy were set. In the second a start was made on developing the "enterprise culture".

This third term is devoted to social policy. Society itself is being reshaped in order to clear from British minds the idea that everything must be done by the welfare state. That delusion is to be replaced by the Thatcherite principle that as much as possible must be done by the individual. There is, however, a difficulty. The tax-financed education service is not something that could easily be wound up or privatised: too many blue-collar Tory voters depend on it. The National Health Service is persistently popular, in spite of its many glaring defects. Council housing estates constitute a bricks-and-mortar reality that cannot be wished away.

To get around this difficulty the Government has invented opting-out. Mrs Thatcher loves this invention. It seems to free people from the control of locally elected authorities. The Prime Minister does not like local authorities. In her mind they are dictatorial, irresponsible, spendthrift and, worse of all, often controlled by the Labour Party. During the 1987 general election the Education Secretary, Mr Kenneth Baker, indicated that very few schools would be likely to opt out under his new Great Education Reform Bill. Not so, said Mrs Thatcher. Very many would. Mr Nicholas Ridley, the Environment Secretary, needed no such Thatcherite reminders. He has hammered a thousand blows on local government and his great and, to my mind, most worthy ambition is to break its control over public rented housing.

Politically, opting-out should be an easy sell. It appears to give power to parents and tenants. It is in tune with the idea that small self-governing institutions are likely to perform better than large bureaucracies. It should ensure value for money as entrepreneurship.



Tories' bogland may prove treacherous

By Joe Rogaly

neutral headmasters/housing managers/hospital directors take responsibility for their own budgets.

Looked at this way, the Bog Strategy is indeed clever. An opted-out school head with commercial instincts will use to the full his or her newfound freedom to charge for, say, special school journeys. There will be economies of scale, since an attractive school will be able to use the same number of classrooms and, up to a point, teachers, for marginally larger numbers of pupils. Each pupil comes with a set government grant, paid into the school's very own budget. It may be possible to do sponsorship deals with, say, IBM, and thus acquire a row of gleaming new personal computers for the classroom. The parents who vote for opting-out will surely be the kind who are good at fêtes and other forms of fund-raising.

The same will apply to the management appointed by hospital trusts. Their ability to trade with the private sector, and set up commercial stalls in their foyers, should give them opportunities for budget enhancements, although the precise extent to which the Treasury will let them keep their hard-won cash remains to be seen.

At present not even the most opti-

matic of the Thatcherite thinkers behind this strategy is willing to forecast that it will tip the balance against the core Welfare State. It is one thing for an NHS hospital to charge for a private room, or a specially taken photograph of a newborn baby; it is quite another to present a bill for an operation or other basic medical service. Fees for, say, visits to France by schoolchildren are on one side of this Rubicon, fees to attend classes are on the other.

Idiots can, however, daydream. You can deduce the nature of such dreams by watching the political progress of Mr Robert Jackson, the junior minister for higher education. He helped persuade the Chancellor of the Exchequer, Mr Nigel Lawson, to overcome initial Treasury doubts about the introduction of a scheme of top-up loans to meet students' subsistence costs. The clinching argument was that this would encourage the growth of a financially prudent mentality.

Mr Jackson would like to go further. He wants British universities to charge for tuition itself. Mr Baker, who is Mr Jackson's ministerial boss, spoke favourably of an American-style system earlier this month. To

Mr Jackson, that would mean moving towards the financial structure of US state universities, which are heavily subsidised but which nevertheless charge fees. If Britain's universities do choose to impose tuition fees their income would (at least initially) be additional to the government grants they currently receive. This should secure university independence.

The snag is that no politician, not even the hardest Thatcherite, wants to be blamed for forcing middle-class parents to find more money to pay for their children's higher education. Lord (Keith) Joseph came a cropper when he tried that, and no Tory has forgotten it. Putting the onus on the quasi-independent universities is politically safer for the Government.

The universities may be easier to tackle than the other state-funded social services. Yet it is at least possible, some free-market fanatics tell themselves, that the new bog-managed schools, hospitals and housing estates will become so familiar, and so attractive, that the country will be ready for the next step, which is genuine privatisation. This is not as fanciful as it may seem. The evidence of the first decade of Mrs Thatcher's

governance is that what seems impossible at first mention very quickly becomes the conventional wisdom. Three or four years ago no one would have believed it possible to privatise water. A year ago the privatisation of coal or the railways would have seemed absurd. The introduction of student loans has been put off until now, to give opinion time to ripen.

So much for devilishly clever. The Bog Strategy could, however, come to be regarded as very stupid. For a Thatcherite bog is a peculiar device. It is apparently independent, but in reality emergency lines of control go right back to Whitehall. Thus the Education Secretary may intervene if a school board behaves irrationally. The Housing Corporation, which reports to the Environment Secretary, can similarly involve itself in the affairs of housing associations. Officials have spent a great deal of time devising proper controls over the new "independently managed" hospital trusts to be announced next week.

This severely limits an already weak form of elected control over the new bogs. Parents cannot elect hospital boards, but that takes care of that. Parents vote for school governors, but the transitional arrangements provide for a continued majority for representatives of existing boards. Housing associations are managed by volunteers, although every now and then a tenants' representa-

LOMBARD

The Emperor revisited

By Jurek Martin

THESE WERE good reasons to look forward to Edward Behr's "personal investigation" on television into the late Emperor Hirohito. First is the simple point that any exercise in the British mass media which does not focus on Japan as an economic miracle or a sociological oddity can only be welcome. The BBC, after all, reaches audiences comparable to the readership of the Sun, whose views on most foreign countries and certainly Japan, are more calculated to inflame than to inform.

Second, contrary to the views of some with knowledge of Japan, it always seemed unlikely that the programme, whatever its thrust, or its timing so soon after the Emperor's demise, would be so offensive as to damage the Emperor's relations, as The Death of a Princess was said to have done to the London-Riyadh connection. Sensible Japanese may be as they have shown in officially overreacting to the Sun's editorial gamma rays. But they are as pacifists compared with the Saudis, and, in any case, the bilateral relationship with Britain is on far too solid a footing these days to be upset by any exercise in journalism.

If voters are not to control the new bodies, perhaps the market will? The answer is only up to a point. Rents must be affordable. Fees for health care or education may not be charged. There is no price mechanism. School closures are possible, but the Secretary of State, not the market, will finally decide. Performance-related pay may be an incentive to some of the new managers, but there is no chance of stock options or a serious personal capital gain. The real motivation to manage well will not be to accrue wealth, but rather to run a bigger school, hospital, or housing estate. The basic capitalist levers of fear and greed are absent. The ideal of public service is present.

More to the point, the Treasury will try to keep a lid on it all. Its own contribution of taxpayers' money will be cash-limited; the extra revenue accrued by school fees, charges for private hospital beds and the like can only be marginal. Consider what this means. Many individuals will doubtless serve on more than one board. The army of good folk who give their time to the new boards could grow into a vicious circle of middle-class pressure-group, ever asking for more.

In short, the Government may tell itself that it is planting the seeds of a private-enterprise culture, but when it comes to harvest-time it could be a new public-expenditure crop that stands waving in the field. If this is indeed the result of what must so far be regarded as a strategy with unpredictable consequences, the new crop will be far stronger, and more difficult to control than its predecessors. It is easy to cut spending on local authority services. They are intended for the poor. Opted-out services are for Tory voters.

Most important, there is genuine uncertainty, to apply Watergate terminology to the 1930s and 1940s, over what Hirohito knew and when he knew it, with the twist of whether he could have done anything about it. It is a legitimate area of inquiry, hitherto mostly confined to academics and conspiracy theorists, of whom the first, at least, acknowledge the incompleteness of their source material. The promise of the programme was to lift the veil on far for general consumption, no bad apparent goal; according to the immediate after-reaction of some colleagues, the fascinating archive film of pre-war Japan certainly held the attention.

All the more sadness, therefore, to reach the conclusion that Mr Behr's televised essay failed so badly and on so many counts. Its research really was at best selective and at worst grievously flawed, as a devastating dissertation by Dr Stephen Large, of the Faculty of Oriental studies at Cambridge, dem-

LETTERS

Trouble with takeover bids in 1992

From Mr Ian M. Tegner.

This is not because of any legal or nationalistic aversion to takeovers but simply as a structural consequence of long-standing custom and practice, resulting in relatively small equity markets.

This contrasts with the UK where, with few exceptions, companies are vulnerable to takeovers bids almost regardless of their size. Indeed, one could question how far the security assumed by Mr Sykes of even those companies with a capitalisation of over £5bn. For this reason, it seems to us that

those holdings are rare. This is at least, I think, open to question.

He goes on to highlight how the significant presence of banks as shareholders in many European companies also makes those companies, although "public", virtually

investment incentives for manufacturing

From Mr A.J. Gooding.

Sir, I share Roy Grantham's concern (Letters, January 13) about the need to encourage the manufacturing industry to invest. I also agree with him that investment (capital) allowances should be changed in order to provide industry with the incentive to do so.

However, I totally disagree with the particular changes he proposes. They would, I feel, lead to interminable arguments with the Inland Revenue about apportionment of expenditure so as to determine how much would qualify for preferential treatment. Furthermore,

an industrialist would now

know beforehand what he was entitled to claim - and would not therefore be in a position to appraise the proposed investment property.

In short, Roy Grantham's

proposals do not satisfy the two crucial tests which apply to these matters - simplicity and certainty.

In my view a much more

effective incentive would be to

re-introduce 100 per cent first-

year allowances (free depreciation)

or substantially increase the present 25 per cent writing-down allowances, for plant

and machinery, for a pre-deter-

mined limited period of say

two years.

With 1992 and the Single

Market fast approaching, there

is no time to be lost in ensuring

that UK industry becomes

much more competitive.

Increased investment is es-

sential. The squeeze on profits

because of high interest rates

and a strong pound makes this

difficult. Hence my suggestion

of some relief through a sub-

stantial but temporary

increase in capital allowance.

A.J. Gooding

Gooding Group Ltd,

27 Park Place,

Cardiff.

Calling for a comprehensive food policy

From Mr Dennis Landan.

Sir, I read with interest, but also with some dismay, Bridget Bloom's article (January 25) on the storm now raging around Mr John MacGregor and his Ministry of Agriculture, Fisheries and Food. In particular, I was concerned by the various proposals apparently being canvassed for the overhauling of ministerial responsibilities. None of these seem likely to bring about a comprehensive and coherent Government policy on food, which is the pressing need.

As chief executive of the Co-operative Wholesale Society, I am fully aware of the many challenges facing all sectors of the food industry and of the need to balance all these various interests. If we are to surmount these challenges in a manner which meets the best interests of the nation as a whole, we need, on the part of Government, policies which encompass all the links in the

food chain, from agriculture to the factories and shops and, indeed, right through to the dietary and health concerns of the consumer. Indeed, we have at present a series of unconnected, even conflicting, policies in agriculture, industry, education, science, health and the environment. The inter-departmental chaos over the salmonella issue is but the tip of a very large iceberg.

A coherent policy - a "From Family" policy as I describe it - initiated by government would provide a set of principles for tackling a whole range of issues from reform of the common agricultural policy to decisions on the level and direction of research spending.

Interestingly, on the same day as Bridget Bloom's article appeared, the Government was criticised for its handling of food-related research. It is my contention that, with a properly co-ordinated food policy, the government could achieve

A loyal relationship

From Mr John Groult.

Sir, The editorial "Loyalties in banking" (January 18) raises more questions than it answers.

What, for example, do you mean by "traditional banking relationships" and "transaction-based banking"? Are you implying that a company should go out of its way to use a bank (or a specific bank) when it is unnecessary (or uncompetitive)?

If we follow this logic to its natural conclusion, this could lead to a material reduction in the number of quoted major UK companies, thus creating a major policy dilemma for UK institutional investors.

Ian N. Tegner,

The Hundred Group,

Poultry, EC2

With 1992 and the Single Market fast approaching, there is no time to be lost in ensuring that UK industry becomes much more competitive. Increased investment is essential. The squeeze on profits because of high interest rates and a strong pound makes this difficult. Hence my suggestion of some relief through a substantial but temporary increase in capital allowance.

A.J. Gooding

Gooding Group Ltd,

27 Park Place,

Cardiff.

Dennis Landan,

Co-operative Wholesale Society,

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INTERNATIONAL COMPANIES AND FINANCE

Operating expenses hold back Delta Air

By Roderick Oram

AMERICAN Telephone and Telegraph, the third largest domestic US carrier, has reported lower second-quarter earnings, with increased operating expenses offsetting positive factors such as its takeover of Western Air Lines.

Net profits for the three months ended December 31 slipped to \$85.2m or \$1.73 a share from \$88.3m or \$1.82 a year earlier. Revenues rose by 9.3 per cent to \$1.86bn from \$1.76b.

Operating expenses increased 11.5 per cent, reflecting in part a 14 per cent increase in salaries and other employment costs because of a 9 per cent advance in the average number of employees working during the quarter. Fuel costs fell by \$35m to \$220m.

Revenue passenger miles rose 11 per cent to 12.8bn. The load factor increased to 56.91 per cent from 54.32 per cent a year earlier.

Passenger yield per mile fell by 1 per cent, pushing Delta's break-even load factor to 52.96 per cent, from 49.42 per cent.

Campbell Soup advertisements face complaint

THE US Federal Trade Commission has issued an administrative complaint charging Campbell Soup, the US foods group, with making deceptive and unsubstantiated claims in advertisements for its soups, Reuters reports.

The complaint said the Campbell advertisements linked the low fat, low cholesterol content of its soups with a reduced risk from some forms of heart disease. However, they failed to disclose the soups had a high sodium content, which could increase the risk of heart disease.

The company's failure to make this disclosure was deceptive in light of the representations made, the FTC said.

Campbell said it would appeal against the complaint. "We stand behind our advertising," an official said.

AT&T suffers first annual loss after \$6.7bn writeoff

By Roderick Oram in New York

AMERICAN Telephone and Telegraph, the dominant US long-distance telecommunications company, has reported the first annual loss in its 103-year history after taking a \$6.7bn pre-tax writeoff for outdated equipment.

Without the previously announced charge, reflecting the group's accelerated conversion to digital fibre optic transmission systems offering lower costs, better quality and more services, AT&T showed further moderate growth in the face of increasing competition.

Its fourth-quarter net loss

was \$3.34bn or \$3.11 a share, against a net profit of \$450m or 46 cents a year earlier. The full-year loss was \$1.67bn or \$1.55, against a profit of \$2.04bn or 61.88.

The \$6.7bn pre-tax charge reduced fourth-quarter net income by \$3.94bn. Without it, AT&T would have reported net profit of \$533m or 55 cents and \$2.27bn or \$2.11 in the quarter and year respectively.

Revenues rose by 6.4 per cent in the quarter to \$9.21bn from \$8.65bn a year earlier and for the year by 4.3 per cent to \$35.21bn from \$33.77bn.

Administrative, general and selling costs rose faster than revenues at a rate of 8.8 per cent for the full year. AT&T said higher costs stemmed largely from sales and sales support activities, and spending on enhanced billing, customer account service and inquiry systems. The company expects cost to grow more slowly this year.

Service revenues rose 5.1 per cent during the year, back of a 5 per cent growth in long-distance calling volumes, led by international and residential services.

Sharp gains for media groups

By Anatole Kaletsky in New York

TIME INC and MCA, two big US media groups, reported strong revenue and income gains in the fourth quarter, with particularly good results from filmed entertainment, cable and book publishing.

Time made a net profit of \$58m or \$1.01 a share in the fourth quarter, compared with \$52m or 88 cents a year ago. In the full year, it earned \$260m or \$5.01 compared with \$250m or \$4.18. The year's revenues increased by 7 per cent to \$4.5bn.

Results for the quarter included a pre-tax charge of \$35m to reduce the carrying cost of satellite investment, while the year-ago figure included several gains totalling \$5.5m.

Time said that excluding the non-recurring items, its full-year earnings per share would have been up 38 per cent.

Annual operating profits in the magazine division grew by

1.4 per cent to \$287m. Book publishing profits increased by 18 per cent to \$104m while income from TV programmes, mainly from the Home Box Office subsidiary, rose 21 per cent to \$151m, excluding the negative effects of the \$35m satellite charge.

Income from cable television increased by 17 per cent to \$174m, including the effects of a one-time charge in the third quarter.

MCA increased its quarterly net income almost threefold to \$75.7m or \$1.04, compared with \$22m or 39 cents a year ago. Its annual profits grew to \$164.2m or \$2.28 a share, compared with \$127.3m or \$1.22. Full-year revenues grew 17 per cent to \$3.02bn.

The filmed entertainment group, including the Universal film business, reported a 45 per cent advance in annual operating profits to \$236m.

Excluding these transactions, the year's earnings were \$160.1m or \$1.65, compared with \$178.7m or \$1.80.

Bid speculation boosts Champion stock

By Anatole Kaletsky

SHARES IN Champion Spark Plug rose yesterday following speculation that a Japanese or European company may top

Dana Corporation's \$17.50 a share bid for the Ohio-based motor components manufacturer. Champion's shares rose 50 cents to \$18.25 in early trad-

ing on Wall Street.

The cash and securities offer from Dana, another Ohio-based motor components manufacturer, is worth about \$605m.

There had been considerable speculation about Champion's future in recent weeks, following reports of disagreements

among the Stranahan family, descendants of the company's founder, who control about 35 per cent of the common stock. Wednesday's announcement followed a meeting last week of Chinook Partners, an investment partnership formed by the Stranahans.

Decline in Activase sales hits Genentech

By James Buchan in New York

GENENTECH, the world's leading specialised biotechnology company, recorded a loss of \$15.4m in the December quarter because of disappointing sales of Activase, the company's new heart drug.

The result was expected on Wall Street after the company warned analysts last month that Activase was meeting resistance among hospital buyers. The drug dissolves blood clots that lead to heart attacks.

Genentech, which is based just outside San Francisco, had forecast it would lose between \$14m and \$16.5m in the final quarter of 1987, when Activase was introduced in the US, the company earned \$27.2m or 32 cents a share.

Sales in the 1988 quarter fell from \$96.5m to \$88.5m but the main reason for the loss was a special charge of \$23.3m to cover the cost of replacing Activase unsold at the end of its shelf life.

Income was reduced to \$30.5m (US\$0.51m) or 42 cents from \$34.8m or \$1.22 a year earlier.

The special charges taken in the fourth quarter reflected write-downs by the 52 per cent-owned Northern Telecom, which amounted to \$242m for restructuring, C\$72m by Trans-

American Express licence plan angers Canada banks

By Robert Gibbons in Montreal

MR MICHAEL WILSON, the Canadian Finance Minister, has turned a deaf ear to objections raised by Canadian chartered banks to his preliminary approval of a banking licence for American Express Company.

After meeting bankers in Ottawa, Mr Wilson said that allowing American Express to operate in Canada as a Schedule B bank and to develop its credit card, travel services and direct sales business would encourage competition. No change in the Canadian Bank Act was needed.

As a condition, American

Express Canada would wind down its Canadian car leasing business and accept limits on its travel services and merchandising operations, he said.

About 10 Schedule B banks are mainly foreign-owned and concentrate on wholesale banking services.

Mr Warren Moysie, president of the Canadian Imperial Bank of Commerce and chairman of the Canadian Bankers' Association, said the CBA would file an objection to the decision with the Superintendent of Financial Institutions in Ottawa. The superintendent

can institute a public inquiry if he considers it to be in the public interest.

Mr Moysie pointed out that American Express did not hold US banking status, and approval of a Canadian licence would open the door for Sean, Roebuck and General Motors, which operate large credit-card and sales-financing operations in Canada, to gain Schedule B licences.

He said the Canadian chartered banks, subject to full federal regulation, would demand powers to engage in other businesses if American Express received final approval.

BCE slips after heavy charges

By Robert Gibbons

BCE, the holding company which controls the regulated Bell Canada telecommunications group and many non-regulated businesses, saw earnings fall last year after several heavy special charges.

Income was reduced to C\$9.7m (US\$6.51m) or C\$1.09 a share from C\$10.85m or C\$1.21 in 1987.

The special charges taken in the fourth quarter reflected write-downs by the 52 per cent-owned Northern Telecom, which amounted to C\$242m for restructuring, C\$72m by Trans-

Canada Pipelines to cover lower values of oil and gas properties; and C\$87m by other subsidiaries.

Bell Canada, fully-owned by BCE, had net profit of C\$753m in 1988 from C\$781m in 1987, accounting for C\$2.65 a share of BCE, against C\$2.61. Northern Telecom's contribution to BCE was 37 cents a share, against 34 cents.

Procter & Gamble jumps 25%

By Karen Zagor in New York

PROCTER & Gamble, the US food and consumer products group, reported a 25 per cent rise in second-quarter earnings, further cementing its recovery from a mid-1980s

profit slide.

The two drugs boosted annual revenues from \$230.5m to \$344.8m, but rising costs and the special charge cut earnings from \$43.5m or 50 cents a share to \$23.1m or 24 cents.

Fourth-quarter profits were \$35.1m or \$1.21 a share, against a loss of \$4.67m or \$19.24 a year earlier.

However, year-ago annual and quarterly figures included net charges of \$2.05m related to assets written down and \$2.79m attributable to the Pennsauk settlement.

• SQUIBB, the US pharmaceuticals manufacturer, reported a record year, with net income advancing to \$425.5m or \$4.50 a share, from \$358.4m or \$3.43 in 1987. Sales were up at \$3.6bn from \$2.2bn.

In the fourth quarter, net income rose to \$97.5m or \$1 a share from \$84.8m or 81 cents, from sales climbing to \$864.5m against \$592.5m.

Sales of Capoten, the group's cardiovascular product line, exceeded \$1bn for the first time, and its worldwide sales of pharmaceutical products reached \$1.2bn.

• TW SERVICES, the US food services company, recorded a jump in net income in the fourth quarter, to \$17.2m or 35 cents a share from \$5.6m or 12 cents last time.

In the year-ago quarter, however, the company took a \$9.3m charge for the write-down of assets under lease to a third party and for takeover defence costs. Revenues rose to \$245.5m, against \$270.3m.

Net income for the full year increased to \$68.5m or \$1.36 from a final net of \$47.2m or 97 cents in 1987. Sales advanced to \$3.6bn from \$2.5bn.

• USAIR GROUP, the airline which undertook an aggressive acquisition programme in 1987, saw fourth-quarter profits fall after substantial charges. Net income for the quarter was \$21.8m or 53 cents a share, against \$26.7m or 62 cents on revenues of \$1.6bn, from \$1.1bn last time.

The latest quarter includes a \$33m pre-tax write-down to reduce the company's investment in its BAC 1-11 aircraft and related spares to estimated net realisable values, and \$23.6m in non-recurring merger related charges.

The year's net came out at \$16.3m or \$1.51, compared with \$19.6m or \$1.58, while revenue jumped to \$5.7bn, against \$3.8bn.

• SARA LEE, the US foods group, advanced strongly in the second quarter, lifting net income to \$157.3m or \$1.19 a share, against \$99.1m or 88 cents on sales up to \$35m from \$2.6m.

At the six-month stage the group advanced to \$212.8m or \$1.84, compared with \$161m or \$1.42 on sales of \$3.3bn, against \$3bn. The result includes a non-recurring gain of 10 cents a share, reflecting the sale of several businesses.

• HYUNDAI Motor America expects its US sales to rise by 12 per cent to about 300,000 cars this year. The entire increase will come from the new mid-size Sonata sedan, with sales of the Excel sub-compact expected to fall to about 220,000 cars.

Last year, just over 264,000 Excels were sold.

Bond suspends payments from Kalgoorlie interests

By Our Financial Staff

MR ALAN BOND has suspended dividend payments from his main Kalgoorlie gold mining operations in Western Australia as he prepares to create one "super pit" from the residue of the area's so-called Gold Mile.

Gold Mines of Kalgoorlie (GMK) is dropping its payout to shareholders for the six months to last December. Earlier this month, the company, which paid 6 cents a share for the same period of 1987, unveiled a A\$350m (US\$230m) reverse takeover offer, all in shares, for North Kalgoorlie Mines (NKM), which owns fractionally more than half of GMK.

NKM stopped paying dividends a year ago, but the directors said last February that the position was to be reviewed in

the half-year just ended, "based on operating results."

Yesterday they were able to report a 69 per cent interim improvement in consolidated net operating profit to A\$33.1m. They added, however, that they had decided "not to declare a dividend during the present period of expansion at Kalgoorlie."

At GMK the dividend omission was attributed to these moves and a fall in net profits to A\$2.7m from A\$8.4m. GMK is offering one of its own shares for each three in NKM. This is the first stage of a plan which will lead to a single operation run jointly with the US-controlled Homestake Australia.

NKM and its subsidiaries produced 144,604 oz gold in the six months, up 30.2 per cent to 141,800.

Strong advance at Jefferson Smurfit

By Maggie Urry

JEFFERSON Smurfit Corporation, the 78 per cent-owned North American subsidiary of Jefferson Smurfit Group, the largest paper-based packaging group in the world, recorded a 57.1 per cent increase in net income last year to \$144.5m.

The group said demand for its products remained strong and price increases were being implemented early this year. Income per share was \$3.72, up from \$2.39. Sales in the year rose by 14.2 per cent to 41.8bn.

In the fourth quarter, net income reached a record level for the twelfth consecutive quarter. Fourth-quarter sales rose 7.5 per cent to \$102m and income by 2.4 per cent to \$9.8m.

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"Earnings per share at 35.2p are up by 14% compared with the previous year, after allowing for the increased effect of the tax charge this year.

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adequate cover. We are therefore recommending a final dividend net of tax credit of 8.0p per share making a total of 11.5p per share for the year.

"This is 31% higher than the total for last year.

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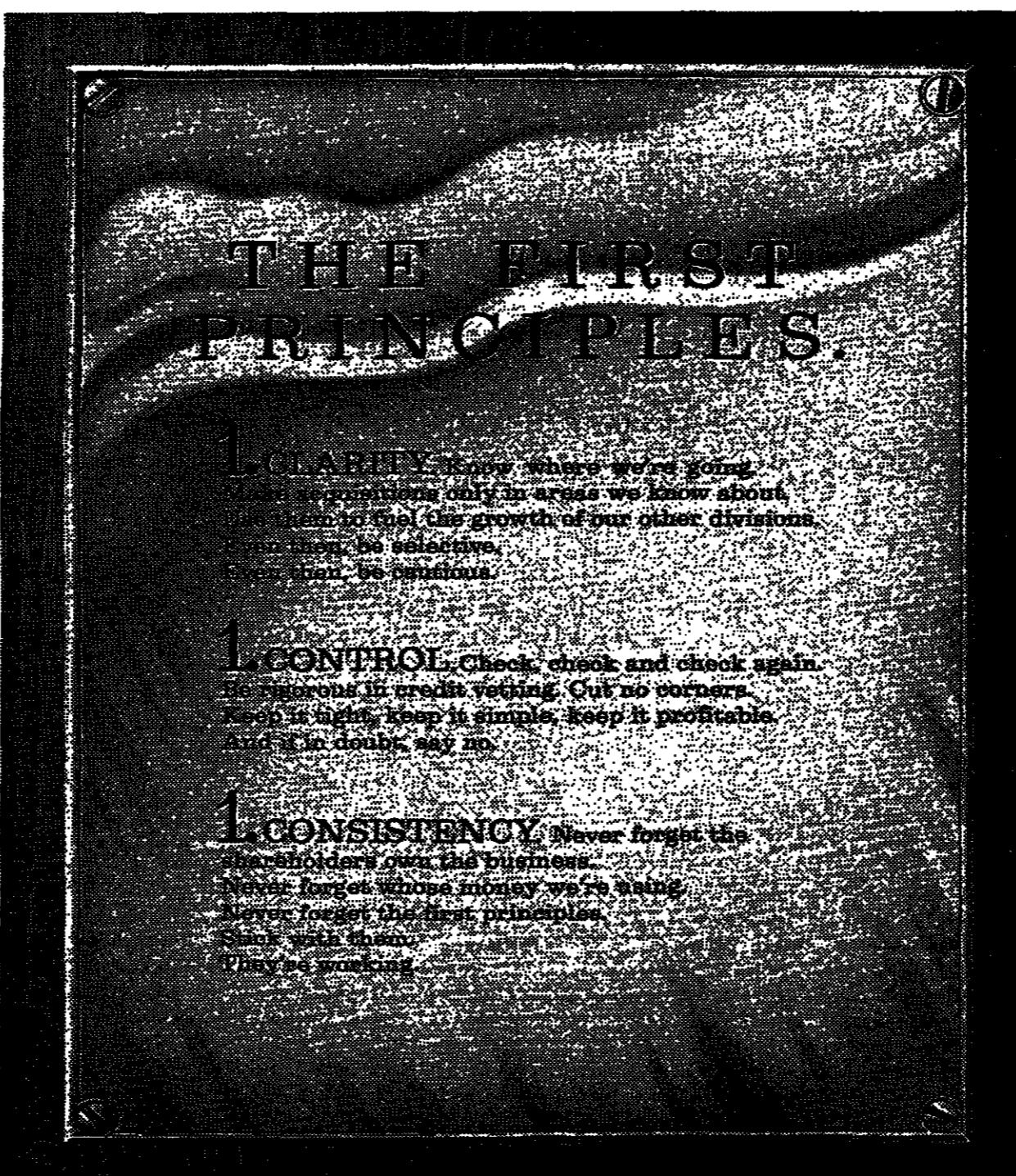
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total over £1,300 million compared with £1,000 million at the end of last year and we expect further prudent growth in 1989".

This 29% rise is the fifth large increase in a row. In a supposedly unpredictable world, what accounts for such predictability? Is it luck, or is it judgement?



INTERNATIONAL COMPANIES AND FINANCE

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8001 ZurichThe Daiwa Bank, Limited
Eschersheimer Landstrasse 14,
6000 Frankfurt/Main 1, West GermanyThe Hokkaido Takushoku Bank, Limited
Garrard House
31-45 Gresham Street, London EC2V 7BDKreditbank S.A. Luxembourg
43 Boulevard Royal
L-2955 LuxembourgThe Long-Term Credit Bank of Japan,
Limited
18 King William Street, London EC4N 7BRThe Mitsubishi Trust and
Banking Corporation
24 Lombard Street, London EC3V 9AJMitsui Trust Bank (Europe) S.A.
Avenue Louise, 287-Bte 5
1050 Brussels
BelgiumThe Nippon Credit Bank, Ltd.
40 Basinghall Street
London EC2V 5DEThe Sanwa Bank, Limited
3rd Floor, Wehrhahn Centre Building
Oststrasse 10
4000 Dusseldorf, West GermanyThe Sumitomo Bank, Limited
Temple Court
11 Queen Victoria Street
London EC2N 4TAThe Tokio Kobo Bank (Luxembourg), S.A.
33 Boulevard du Prince Henri
1724 LuxembourgYamaichi International (Nederland) N.V.
World Trade Center Tower D 10th
Scawinskykam 1057 1077 XX
Amsterdam, NetherlandsYokohama Asia Limited
36th Floor, Edinburgh Tower 15
Queen's Road Central, Hong Kong

On and after the Redemption Date, interest on the Bonds will cease to accrue.
The aggregate principal amount of the Bonds outstanding as of 20th January, 1989 for the 1993 CB is U.S. \$65,000,000 and for the 1995 CB is U.S. \$130,000,000.

The Bonds may be converted into shares of common stock of the Company (the "Shares") at the Conversion Price (with translation of the principal amount into Japanese yen of the 1993 CB at the rate of U.S. dollar 1 equals Japanese yen 240.75, and of the 1995 CB at the rate of U.S. dollar 1 equals Japanese yen 247.35) of Japanese yen 408.50 per Share in the case of the 1993 CB and of Japanese yen 527.90 per Share in the case of the 1995 CB. Each Bondholder who wishes to convert his Bonds should deposit, on or prior to the Redemption Date, his Bonds, together with all unmatured coupons appertaining thereto, with any of the above-mentioned specified offices of the Paying and Conversion Agents, accompanied by a written notice of conversion, which is available at any of the above-mentioned specified offices of the Paying and Conversion Agents.

SUCH CONVERSION RIGHTS WILL TERMINATE AS TO ALL BONDS AT THE CLOSE OF BUSINESS ON THE REDEMPTION DATE.

For the information of the Bondholders, the reported closing price of the Shares on the Tokyo Stock Exchange on 20th January, 1989 was Japanese yen 2,020.00 per Share.

YAMAICHI SECURITIES COMPANY, LIMITED
4-1, Yaesu 2-chome, Chuo-ku, Tokyo, Japan

Dated: 27th January, 1989

Kaufhof likely to raise dividend

By Andrew Fisher in Frankfurt

SHAREHOLDERS in Kaufhof, one of West Germany's leading department store and specialised retail groups, are likely to receive a higher dividend after a slight rise in net profits for 1988, Mr Jens Odewald, chairman, said.

Although business for the full year did not match the high expectations of early months, Kaufhof would still improve a little on the record 1987 result of DM49m after tax. This was 22 per cent higher than the 1986 figure. Start-up costs of new operations fell from DM55m in 1987 to DM42m and would drop further in 1989. But diversion is set to rise.

Commenting on dividend prospects, Mr Odewald said: "There is a chance that we shall go higher." Last year, the payment was unchanged at DM8 per share.

Turnover in 1988 was up by 17 per cent at DM11.6bn (US\$6.5bn), with department stores contributing a virtually unchanged DM5.3bn. As for prospects in 1989, he said he was "cautiously optimistic".

Mr Odewald said the second half of 1988 had been disappointing, noting that textiles, accounting for two-fifths of group business, had been flat.

Turnover also lost some of its buoyancy. But Kaufhof is still expanding here, having just paid some DM75m for a large minority stake in San International, a leading Belgian travel agency.

Also reporting figures yesterday was the rival Karstadt concern, which said profits would be lower because of reorganisation costs. In 1987, group earnings soared by 75 per cent to DM1.7m. Turnover last year rose by 5 per cent to DM14.3m, including DM1.8m from the Neckermann mail order subsidiary which grew at the same rate.

• Allianz Lebensversicherung, West Germany's largest life insurer, said it would pay an unchanged DM9 dividend per share for 1989. In a shareholder letter it spoke of a "good profits situation".

Volkswagen appoints new US chief

By Our Financial Staff

VOLKSWAGEN, the West German motor group, has appointed Mr William Young as head of its US operation, Volkswagen of America, with effect from February 1.

He replaces the late Mr James Fuller, who was killed in the crash of Pan Am flight 101 in Lockerbie, Scotland, last month. The crash also killed Mr Lou Mareno, head of marketing for VW's US operations.

Mr Young comes back to VW after 5½ years of running his own California-based consultancy company to the vehicle industry. He previously was with Volkswagen from 1971 to 1983.

Separately, VW said it would cut their milling rates to concentrate on exploiting smaller tonnages of richer ore. But this failed, and capital spending has been cut sharply.

New managers have been

WORLDINVEST INCOME FUND

NOTICE TO SHAREHOLDERS

DIVIDEND ANNOUNCEMENT DECLARATION
OF DIVIDEND NO. 24

The Trustees of the WorldInvest Income Fund are pleased to announce a US\$39.00 per share distribution to Shareholders in respect of the half-year period from June 30, 1988 to December 26, 1988.

Coupon Number 24, and also any previously unrepresented coupons, may be presented for payment on or after February 1, 1989 to any of the following Payment Agents:

1. BankAmerica Trust Company (Jersey) Limited, Union House, Union Street, St. Helier, Jersey, Channel Islands.

2. Bank of America International S.A., 35 Boulevard Royal, Case Postale 435, LUXEMBOURG, Grand Duchy of Luxembourg.

3. BankAmerica Trust & Banking Corporation (Bahamas) Limited, BankAmerica House, East Bay Street, NASSAU, Bahamas

4. Bank of America N.Y. & A., G.P.O. Box 311, 29th Floor, 12 Harcourt Road, HONG KONG.

Payments will be made subject to any fiscal or other regulations within fourteen days of presentation of each coupon.

1) The Trustees hereby announce the approval of the Shareholders of the Fund to the resolutions, notice of which appeared in the Financial Times of 24th November, 1988, as follows:

Resolution (1) The proposal to increase the Managers fees to a charge of one fifty-second of nine-tenths of one per cent.

Resolution (2) The proposal to seek approval to withdraw the authorisation of the Hong Kong Securities Commission.

2) Notice is also hereby given that from 1st January, 1989 the following were appointed by Supplemental Deed:

Manager: WorldInvest (Management) Jersey Limited, P.O. Box 178, Union House, Union Street, St. Helier, JERSEY, Channel Islands.

Trustee: The Royal Bank of Scotland Trust (CL) Limited, 6, Mulgrave Street, St. Helier, JERSEY, Channel Islands.

Copies of confirmation of the Scrutineers result of the Ballot are obtainable for collection from the office of the Managers, together with copies of the Supplemental Deed.

The Royal Bank of Scotland Trust Company, (CL) Limited

27th January, 1989

Framatome takes control of Souriau from family

By George Graham in Paris

FRAMATOME, the French nuclear plant builder, announced yesterday that it had reached agreement to take full control of Souriau, the leading French electrical and electronic connections manufacturer, from its controlling family shareholders.

The nuclear group has at last persuaded the Souriau and Charles families to sell their 53 per cent stake in Souriau. It will end this to 40 per cent if already owns through acquisition and electronic purchases in the market in the past year.

Framatome said yesterday that it would make an offer for the outstanding 7 per cent through the Paris stock exchange's price support procedure. At Souriau's suspended price of FF2810 a share, the company is valued at FF1.2bn (\$185m).

Souriau, which is Europe's leading producer of electronic and optical connectors, matches closely the US group Burndeo, which Framatome agreed in December to acquire for \$325m.

Framatome has also

acquired the much smaller French electrical connections company Jupiter.

The group's three acquisitions between them had sales of around FF1.35bn in 1988, some 5 per cent of the world market for electrical connectors.

• Teijin, the Japanese textile producer said it is negotiating links with a number of French apparel makers, including Devernois, in the men's and women's clothing business.

According to the parent company in Vevey, the 1988 improvement was the result in part of the consolidation of the Buitoni and Krowntree companies on July 1.

Sales volume also rose well in almost all product categories and in all geographical areas.

Nestlé expects a higher consolidated net profit than in 1987, when group earnings were up 2.1 per cent to SF1.52bn.

Full-profit figures and a proposed dividend are to be announced in March.

• Sika, the Swiss-owned building chemicals specialist, increased group turnover by 15.4 per cent last year to a record SF1.685m (\$53.2m), from SF1.495m in 1987.

Sika Finanz, the Bear-based parent company, forecasts sales will this year be "near the billion mark".

The 1988 growth resulted from "a gratifying expansion of production and sales" and was largely unaffected by acquisitions.

All markets except West Germany contributed to this internal growth, which came from the sale of chemicals and special construction activities.

In 1987 group earnings had risen by 23.3 per cent to SF2.25m.

• Ares-Serono, the Swiss-based pharmaceutical concern which reports in US dollars, recorded a 26 per cent rise in 1988 group sales from SF1.76m to SF2.03m.

Within this sales of prescription pharmaceuticals were up from SF2.95m to SF3.12m and those of diagnostics from SF3.2m to SF3.4m, with over-the-counter pharmaceuticals accounting for SF0.7m in 1987.

Fourth-quarter sales rose to SF0.54m from SF0.51m. The mining and integrated metals segment doubled its operating profit to SF165.7m from SF85.5m in 1987.

Mr Halbauer, president, said the strength of the Canadian dollar against its US counterpart had harmed sales.

Phelps Dodge, Asarco ahead

By Anatole Kaletsky and James Buchan in New York

PHILIPS DODGE, the biggest US copper producer, increased its underlying net profits by 62 per cent in the fourth quarter and more than doubled profits in 1988, Mr Jens Odewald, chairman, said.

Turnover in 1988 was up by 17 per cent at DM11.6bn (\$6.5bn), with department stores contributing a virtually unchanged DM5.3bn. As for prospects in 1989, he said he was "cautiously optimistic".

Mr Odewald said the second half of 1988 had been disappointing, noting that textiles, accounting for two-fifths of group business, had been flat.

Earnings were also up sharply at Asarco, the US copper, silver, lead and zinc producer, which boosted fourth-quarter profits from \$55.8m or \$1.27m in 1987 to \$73.1m or \$1.74m.

At Asarco, profits for the year were \$207.2m per cent up in the latest quarter to \$65.2m for the year to date.

Earlier this week, the company announced it was raising its quarterly dividend from 20 cents to 30 cents a share.

At Newmont Mining, the US gold and coal producer just under half owned by Consol-

would have been still higher for a \$50m pre-tax charge for expected closure costs of its wholesale facilities. The previous year's final quarter included \$15m in charges and unusual items.

Sales were 86 per cent up in the latest quarter to \$656.2m and 44 per cent up for the year to \$2.35bn.

At Asarco, profits for the year were \$207.2m per cent up in the latest quarter to \$65.2m for the year to date.

Earlier this week, the company announced

INTERNATIONAL COMPANIES AND FINANCE

Canada air deal may end price war

David Owen on the thinking behind PWA's takeover of Wardair

In 1946 Mr Russell Baker, an obscure bush pilot, launched Pacific Western Airlines, a company whose primary function was to fly forsett patrols for the British Columbia government. About the same time Mr Maxwell Ward was exploiting another niche market: transporting war-birds across the Atlantic.

PWA Corporation and Wardair - the latter-day manifestations of these pioneering enterprises - went on to become the main competition to the state-controlled Air Canada in the increasingly deregulated domestic marketplace.

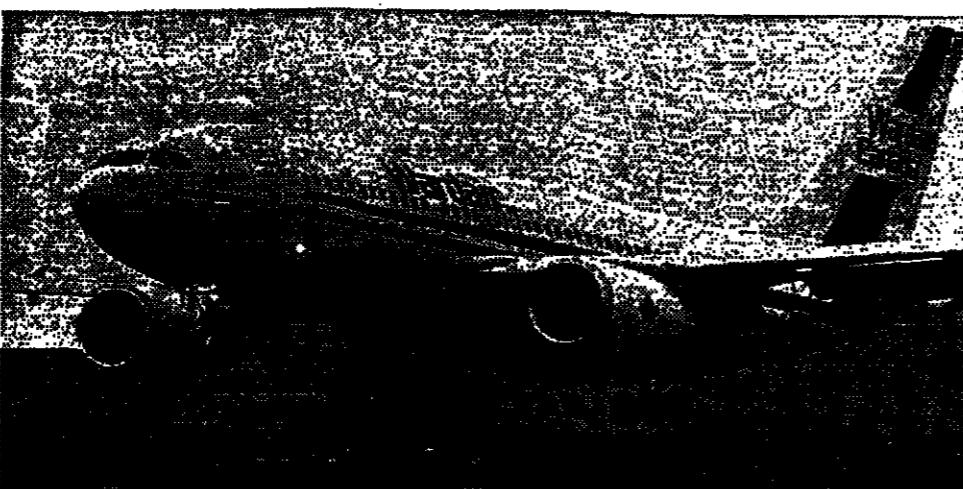
Now PWA, the parent of Canadian Airlines International (CAI), is to swallow its smaller Edmonton-based rival. To the chagrin of consumers, the deal is expected to bring down the curtain on an 18-month period of cut-throat competition and tumbling ticket prices on Canadian routes.

It was the sheer depth of the discounting that put paid to Wardair's audacious plan to lure passengers away from the bigger airlines through a combination of lower prices and better service. Though the strategy was working, it was driving the company into the red.

"Frankly, we just did not have enough money to hold out for another year to a year and a half," said Mr Ward who is to remain chairman of Wardair under PWA's ownership while relinquishing his post as chief executive to PWA's Mr Rhys Eytom.

The former charter airline was further handicapped by having to cobble together a reservation system, and by its lack of a captive network of commuter airlines to feed passengers to its longer-haul flights. Since deregulation, Air Canada and CAI alike have taken controlling equity stakes in the main regional carriers, while concentrating their own efforts on servicing major Canadian cities and adding international routes.

The C\$248m (US\$202m) transaction will create an organisation of similar size to the recently part-privatised Air Canada which controls about 52 per cent of the domestic market



The Wardair fleet of Airbus A310s fits awkwardly with CAI's Boeings and may be sold

leader. Air Canada controls about 55 per cent of the domestic market, against 48 per cent for the combined CAI-Wardair.

What is more, the two fully private airlines have been gaining ground, aided by Air Canada's restricted access to capital. Prior to the merger, they were adding seats so fast that they were expected to overtake Air Canada in terms of overall seat capacity (16,650 to 16,200) by the end of this year.

In at least one respect, however, the post-deal PWA will be at a marked disadvantage to its remaining rival. The company will be attempting to carry a

trading at a marked discount to book value since the industry's war of attrition began.

More immediately, attention is likely to focus on cutting costs and improving cash flow. About one third of Wardair's 4,500 staff can expect eventually to lose their jobs, according to Mr Ward.

On the revenue side, meanwhile, PWA will no doubt be helped by the higher ticket prices likely to result from removing Wardair from the competitive equation. It will benefit too from the integration of Wardair's strong hand of international routes. The

CS248m transaction will create an organisation of similar size to the recently part-privatised Air Canada which controls about 52 per cent of the domestic market

debt load of C\$15m, according to analysts' preliminary calculations. This will make it nearly twice as highly leveraged as Air Canada. "I would not be totally comfortable with that debt load," says Mr Frederick Larkin, an analyst with Alfred Bunting.

In the longer run, PWA executives have hinted, they would like to ease the position by issuing fresh equity. Market reaction to the deal appears likely to facilitate such a strategy. Shares both in Air Canada and in PWA responded very positively to the news. Canadian airline stocks have been

carrier currently handles about a third of passenger traffic between Britain and Canada, and has the right to fly into Lyons and Nice.

Asset disposals and pruned capital expenditure plans are also thought to be in the offing as PWA reconciles its abruptly expanded aircraft inventory with anticipated future needs.

On the face of it, the CAI and Wardair fleets appear peculiarly ill-matched, having absolutely no overlap in terms of aircraft type. Wardair's main immediate contribution takes the form of a dozen brand new Airbus A310s and three ageing jumbo jets. CAI mainly operates

Extra dividends for NAB shareholders

By Chris Sherwell in Sydney

SHAREHOLDERS IN National Australia Bank (NAB), the country's third largest in terms of global assets, are to receive a further rise in their already increased dividends following a bank decision to lift its payout rate on 1987-88 earnings close to 80 per cent.

The move, announced yesterday at the bank's annual general meeting in Melbourne, will come through a special cash dividend of 50 cents a share in March. It follows a 50 cent per share dividend declared in November, which represented a payout ratio of 65.4 per cent, itself a sharp rise from the previous year's 55.3 per cent.

Behind the improvement lies the Canberra government's introduction of dividend imputation, under which dividends from tax-paid company profits are not taxed a second time in the shareholder's hands as income, but are instead credited against shareholder's personal tax liability.

Also responsible for the increase is NAB's own innovative dividend scheme approved last year, under which dividends can be paid in the form

of scrip as well as cash, taken as "unranked" bonus shares or reinvested in the bank.

In November, at the end of a record trading year, NAB's 50 cents a share payout comprised 32 cents cash and 18 cents scrip. However, because some shareholders took unranked bonus shares, and because the bank was conservative in its original estimate of available credits, it has lifted its payout ratio.

This special dividend is consistent with the board's policy of distributing all available franking credits to shareholders," Sir Robert Clarke, NAB chairman, told the meeting.

The payout ratio is thought to be one of the highest on the Australian corporate scene.

The addition will be fully franked. Shareholders can elect to reinvest it at 75 per cent discount on market price, or take unranked bonus shares at a 10 per cent discount on market price.

The bank meanwhile confirmed that it expected further growth in earnings in the current year, despite more difficult business conditions.

Bank of East Asia lifts post-tax profit 25.1%

By John Elliott in Hong Kong

BANK OF East Asia, Hong Kong's largest family controlled bank, yesterday reported consolidated profits after tax and transfers to inner reserves for 1988 of HK\$260.2bn (US\$35.9bn), a 26.1 per cent increase over the previous HK\$223.9bn.

The results, which were accompanied by the announcement of a one-for-four bonus share issue, exceeded some market expectations. The level of just over 25 per cent was also regarded by analysts as a promising start to Hong Kong's annual season of final results, which traditionally begins with Bank of East Asia's figures.

The significance of the results is muted by Hong Kong banks' freedom to transfer undisclosed sums to inner reserves, which enables them to mask actual performance. Some analysts nevertheless suggested the results helped

lift late afternoon property and bank share prices on the Hong Kong stock exchange, where there had been some early falls following a property auction on Wednesday.

Mr K.C. Chan, company secretary of the bank, which is controlled by the Li family, said the improved profits were the result of growth in trading finance business, and property and syndicated loans.

Some analysts suggested the bank probably transferred its latest secret transfers to inner reserves in order to finance a bonus of 10 cents per share announced yesterday to mark the bank's 70th anniversary.

This bonus was in addition to a final dividend of 50 cents per share which, together with 25 cents paid last October, brought the total dividend for the year to 75 cents. The 1987 figure, adjusted for the bonus issue, was 63 cents.

U.S. \$400,000,000



The Kingdom of Belgium

Floating Rate Notes Due 1996

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Period from 27th January, 1989 to 27th July, 1989 the Rate of Interest on the Notes will be 8.76% per annum.

The interest payable on the relevant Interest Period will be paid at 27th July, 1989.

Interest Rate 8.76% p.a. Interest Period January 27, 1989 to July 27, 1989. Interest Payable per US\$100,000 Note US\$84,902.00.

Interest Rate 8.76% p.a. Interest Period January 27, 1989 to July 27, 1989. Interest Payable per US\$100,000 Note US\$11,783.86.

Interest Rate 8.76% p.a. Interest Period January 27, 1989 to July 27, 1989. Interest Payable per US\$100,000 Note US\$250,000 Note.

Agent Bank:

Morgan Guaranty Trust Company of New York

London

The Prudential Insurance Company of America

U.S. \$500,000,000

Collateralized Mortgage Obligations Series 1986-1

For the period 25th January, 1989 to 27th February, 1989 the Bonds will carry an Interest Rate of 9.76% per annum with an Interest Amount of U.S. \$236.82 per U.S. \$50,000 (the original Principal Amount) Bond, payable on 27th February, 1989. The Principal Amount of the Bonds outstanding is expected to be 53,268,053.3% the original Principal Amount of the Bonds, or U.S. \$26,634.03 per Bond until the Twenty Sixth Payment Date.

Bankers Trust Company, London

Agent Bank

SAATCHI & SAATCHI FINANCE N.V.

Registered Office:
Schengenweg 130, 1015, Schiphol, Amsterdam, Netherlands Antilles

NOTICE OF THE ANNUAL GENERAL MEETING OF SHAREHOLDERS

Notice is hereby given that the Annual General Meeting of Shareholders of SAATCHI & SAATCHI FINANCE N.V. (the "Company") will take place at the registered office of the Company on February 3, 1989 at 9.30 a.m. The agenda for the Meeting is as follows:

- Report by the Management
- Adoption of the financial statements for the financial year which ended September 30, 1988
- Declaration of Profit
- Discharge (discharge) of the Management
- Appointment or auditors for 1988/1989
- Any and all matters which may properly come before the Meeting

The annual report and accounts of Saatchi & Saatchi Finance N.V. will be available for public inspection at the registered office of the Company from February 3, 1989.

INTERNATIONAL BUSINESS COMMUNICATIONS (Holdings) plc ("IBC" or "The Company")

Tender Offer to purchase up to 40 per cent. of the Ordinary shares of IBC

A tender offer enabling shareholders to tender all or part of their shareholdings at a price of 150p per share through The Stock Exchange will open today, Friday, 27th January, 1989 and close at 12.00 noon on Friday, 10th February, 1989. The terms of the Tender Offer and the action that shareholders should take if they wish to tender some or all of their shares are set out below.

The tender price of 150p per share represents a premium of 47 per cent. over the closing middle market quotation of 102p on 5th January, 1989, two business days prior to the announcement that the Company was examining a number of options to buy-in its shares, and a premium of 21 per cent. over the closing middle market quotation of 124p on 25th January, 1989, the day immediately prior to the announcement of these proposals.

Terms of the Tender Offer

The following are the terms and conditions of the Tender Offer. (i) Shareholders are invited to tender through The Stock Exchange all or some of their Ordinary shares at the tender price of 150p per share. Under these terms each shareholder will be able to sell at least 40 per cent. of the shares registered in his name at 5.00 p.m. on Thursday, 9th February, 1989. To the extent that individual shareholders tender less than 40 per cent. of their shares, the Company will have the capacity to purchase additional shares so that other shareholders will be able to sell more than 40 per cent. of their registered holdings subject to the Company putting a maximum of 40 per cent. of the Company's issued Ordinary share capital. This capacity will be satisfied by reference to the intentions of shareholders in accordance with the terms of the Tender Offer.

(ii) Shareholders may tender all or some of their shares, but if more than 25,026,836 shares are tendered, tenders will be accepted for up to 40 per cent. of the registered holding of each individual shareholder and thereafter acceptances in respect of shares tendered in excess of 40 per cent. will be scaled down on a pro rata basis. Fractions of shares will be ignored in determining such pro rata entitlements.

(iii) The shares will be tendered on-market (see (ii) below).

(iv) Only shareholders on the Register as at 5.00 p.m. on Thursday, 9th February, 1989 will be able to tender valid forms through a Member Firm of The Stock Exchange who will accept tenders on behalf of shareholders.

(v) Tenders may only be lodged on behalf of shareholders by a Member Firm of The Stock Exchange and will be irrevocable. Shareholders should note there may be a charge for this service.

(vi) Only shareholders on the Register as at 5.00 p.m. on Thursday, 9th February, 1989 will be able to tender valid forms through a Member Firm of The Stock Exchange who will accept tenders on behalf of shareholders.

(vii) If tenders representing less than 1 per cent. of the Ordinary shares (being 826,871 Ordinary shares) are received the Tender Offer will be void.

(viii) The Tender Offer will open on Friday, 27th January, 1989, and will close at 12.00 noon on Friday, 10th February, 1989. The Tender Offer will be conducted by The Stock Exchange and representatives of the Company. The decision of The Stock Exchange and the Company's representatives as to which shares have been successfully tendered shall be conclusive and binding on all shareholders.

(ix) Following the Extraordinary General Meeting to be held at 10.00 a.m. on Monday, 13th February, 1989, the result of the Tender Offer will be announced and notified in writing to the relevant Member Firms and dealers in the Company's shares will resume. Sales will be effected putting a maximum of 40 per cent. of the Company's issued Ordinary share capital.

(x) Shareholders who have successfully tendered will therefore receive their proceeds of sale (less normal dealing expenses) through their stockbroker or other agent in the usual way once they have completed the normal formalities and provided a valid share certificate. The normal Stock Exchange rules for Account Settlement will apply and buying-in may therefore take place in the event of late delivery of shares.

(xi) A tender will only be valid where the procedures published herein and in the tender form are complied with.

(xii) Tenders forms are available from the following address during normal business hours from Friday, 27th January, 1989 to 12.00 noon on Friday, 10th February, 1989:

The UK Equity Market Department, 21st Floor, The Stock Exchange, London EC2N 1HR and from the International Stock Exchange Units.

The Tender Offer is made on the basis that the tender forms provide that Phillips & Drew Securities Limited, in its capacity as market maker and as principal, will purchase Ordinary shares successfully tendered pursuant to the Tender Offer, which it will then sell to the Company.

(xiii) Acceptance of tenders is conditional upon approval by shareholders of Resolutions at the Extraordinary General Meeting to be held at 10.00 a.m. on Monday, 13th February, 1989.

(xiv) Shares tendered will be sold free from all or any options, liens, charges and encumbrances and together with all rights attaching thereto, including the right to the final dividend to be declared for the year ended 31st December, 1988.

Action to be taken to accept the Tender Offer

Whilst the Board of IBC has been advised that the statements expressed below are correct for the majority of shareholders, they may not be applicable to certain shareholders, including non-UK residents, insurance companies and pension funds. All shareholders are strongly recommended to consult their professional advisers before tendering their shares.

A successful tender of shares through The Stock Exchange will be treated as a normal stockmarket sale. The sale proceeds will be treated as capital and the normal capital gains tax rules will apply. There will be no liability to tax on income unless the shareholder is normally assessed as a non-resident secondee.

WARNING: Shareholders resident between the date of this announcement and the closing date can only be tendered if the purchaser is on the Register at 5.00 p.m. on Friday, 10th February, 1989. All shares bought in this period should, therefore, be bought for guaranteed delivery on or before Monday, 13th February, 1989.

For further information, shareholders are referred to the circular that was yesterday posted to all shareholders, copies of which are available from Phillips & Drew Securities Limited, Corporate Finance, 2nd Floor, 120 Moorgate, London EC2M 6XP.

Closing date

The Tender Offer will close at 12.00 noon on Friday, 10th February, 1989. It is expected that an announcement of the results of the Tender Offer will be made after the Extraordinary General Meeting to be held at 10.00 a.m. on Monday, 13th February, 1989 at 12.00 noon on Friday, 10th February, 1989.

27th January, 1989

U.S. \$100,000,000

Fortune Federal Savings and Loan Association

Collateralized Floating Rate Notes Due 1992

Interest Rate	97/16% per annum
Interest Period	27th January 1989 27th April 1989
Interest Amount per U.S. \$100,000 Note due 27th April 1989	U.S. \$42,359.38

These securities have been sold outside the United States of America and Japan. This announcement appears as a matter of record only.

NEW ISSUE

26th January, 1989

KOMATSU LTD.

U.S.\$300,000,000
4½ per cent. Bonds due 1993

with

Warrants

to subscribe for shares of common stock of Komatsu Ltd.

Issue Price 100 per cent.

Nomura International Limited

Credit Suisse First Boston Limited
IBJ International Limited

J. Henry Schroder Wagg & Co. Limited

The Nikko Securities Co., (Europe) Ltd.
Bank of Tokyo Capital Markets Group
Baring Brothers & Co., Limited
Chase Investment Bank
Dresdner Bank
Fuji International Finance Limited
Goldman Sachs International Limited
Kyowa Finance International Limited
NatWest Capital Markets Limited
Salomon Brothers International Limited
Swiss Bank Corporation
Sumitomo Finance International

Yamaichi International (Europe) Limited

Daiwa Europe Limited
Morgan Stanley International

Banca del Gottardo
Barclays de Zoete Wedd Limited
BNP Capital Markets Limited
Deutsche Bank Capital Markets Limited
Robert Fleming & Co. Limited
Generale Bank
KOKUSAI Europe Limited
Merrill Lynch International & Co.
New Japan Securities Europe Limited
Sanwa International Limited
Shearson Lehman Hutton International
S.G. Warburg Securities

This advertisement appears as a matter of record only.



European Investment Bank

Issue of

£100,000,000

9½ per cent. Loan Stock 2009

Issue Price 95.586 per cent.

placed by

Barclays de Zoete Wedd Limited

November 1988

INTERNATIONAL CAPITAL MARKETS

Japanese equity-linked issues have a nice day

By Andrew Freeman

THE EXPECTED round of Japanese equity warrant issues brought a somewhat mixed reception for the borrowers, but the day was judged a great success, as \$2.95bn of equity-linked paper came to the market. Two fixed-rate US dollar issues met a good reception, against a background of rising yields on US Treasuries.

Big was beautiful among the Japanese borrowers, with Nippon Steel's \$1bn four-year issue running to a sharp premium, quoted by the lead manager, Nikko Securities Europe, at 105½ bid.

Nikko was also the lead manager for Sumitomo Metal Industries' \$500m issue, which matures on February 17, 1993. It was quoted at 105½ bid. The coupon will be fixed on January 31, while the exercise price will be set on February 1.

Kobe Steel's \$1bn issue, the European \$500m tranche of which was lead managed by Nomura International, was less conspicuously successful, reaching as high as 104½ bid before running back to its closing level of 102½ bid.

Co-managers were anxious to point out that this still rep-

resented a healthy premium, and commented that the stock has been relatively weak in the sector. There was also a feeling that the splitting of the issue

away from the high premiums

levied on the new issues and looked for value in existing warrants.

The securities houses were predictably tight-lipped and would not discuss whether the issuers had followed their usual practice of swapping the funds into yen, although swap rates are not thought to be advantageous at the moment.

Instead, there were suggestions that, in some cases, part of the funds had been invested in a profit in the borrower's own ex-warrant paper. This was made possible by the higher yields available in the secondary market once the warrants have been stripped away from the original paper.

Bankers Trust International launched a \$20m six-year callable bond for Svenska Handelsbanken, which came at a spread of 74 basis points over an interpolated six-year US Treasury. It was trading at less than 104½ bid, just on full fees after good Japanese demand attracted by the 10 per cent coupon. The proceeds were said to have been swapped into floating-rate dollars.

While lead and co-managers were delighted by the day's performance, there was some feeling that yesterday's prices obscured the extent of retail interest. Experienced warrant investors may have stayed

INTERNATIONAL BONDS

into tranches made it harder for the European lead manager to place its allocation.

All three issues carry indicated coupons of 4½ per cent, which are expected to be cut when final terms are set at the beginning of February.

A \$300m deal for Kyocera Corporation, the medical ceramics supplier, was brought to market by Daiwa Europe and quoted at 104½ bid. It was said to have been overshadowed by the steel sector issues. The company's previous paper has a volatile trading history which dealers felt might subdue genuine retail interest.

While lead and co-managers were delighted by the day's performance, there was some feeling that yesterday's prices obscured the extent of retail interest. Experienced warrant investors may have stayed

Copenhagen links bonds, futures and options

By Hilary Barnes
in Copenhagen

TRADING IN Copenhagen's bond and futures and options markets will be brought together on a single screen from today, as Denmark takes another step towards a full electronic market.

"This creates fantastic opportunities for dealers," said Mr Tyge Vestrap Hansen, a director of the Guarantee Fund, which supervises the futures and options market.

But the dealers are still divided with another problem: taxation. Investors are liable to tax on profits from trading in the market, but cannot deduct losses. "This makes the market a lottery," said Mr Claus Hansen, manager of SDS Borservice, the broking arm of the SDS savings bank.

An official committee last autumn published proposals for solving the tax problem, but the Government has so far taken no action and, until the rules are changed, private investors, including the big institutional investors, are not interested in the market, said Mr Hansen.

With the electronic trading system in action, dealers will have data for the 9 per cent 2006 benchmark bond, the asset on which the futures and options market is based, on screen at the same time as they have the data for the futures and options in which they are dealing.

This should result in no divergence between the price of the bonds themselves and the futures and options, however volatile the market.

Mr Rasmussen claims that Copenhagen will become the first place where the two markets have been brought together in this way.

The official Danish market in futures and options opened on September 22 last year. To date, it has operated partly through an open outcry auction and partly as a telephone market, although in practice trade has taken place almost entirely by telephone. Electronic trading is expected to take a big share of the market.

Daily contracts have averaged about 1,000, or Dktr 10,000, although the market died away in December, when the price of the 2006 bonds came close to 100. Bond issuers can redeem their bonds at any time. Thus, when price exceeds parity, there is a conversion risk, and this has put a damper on the market.

The Guarantee Fund has put a ceiling of 105 on the price at which contracts could be made, in order to reduce the risk from conversion.

This month, however, prices have weakened again, and turnover reached a new daily record of 3,000 contracts (record) last Friday, and has remained high this week.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
US DOLLARS						
Barclays Bank	100	9½	101½	1989	1½/5	Kidder Peabody
Svenska Handelsbank	120	9½	101½	1990	1½/5	Bankers Trust
Kobe Steel	100	9½	101½	1993	1½/5	Yamaichi Int.
Nippon Steel Corp.	500	4½	100	1993	1½/5	Nomura Secs.(Europe)
Sumitomo Metal	100	4½	100	1993	1½/5	Nikko Secs.(Europe)
Kyocera	300	4½	100	1993	1½/5	Daiwa Europe
Canon Inc.	150	4½	100	1993	1½/5	Daiwa Europe
	70	9½	102	1990	1½/5	Bankers Trust
D-MARKS						
PK-Banken	100	6½	101½	1986	1½/5	Sk of Tokyo(Deutsch)
SWISS FRANCS						
Tiger Polymer-F+S(c)	25	(2)	100	1984	n/a	Citicorp
YEN						
Bank of Nova Scotia	10bn	(4)	101½	1993	1½	Goldman Sachs
DANISH KRONER						
Denmark Finans	400	9½	101½	1984	1½/5	Privatbanken AS
4½% equity warrants. *Final terms. **Private placement. a)Asian branch. b)European branch. c)Put indicated at 107 on 30/9/81. d)Coupon at Japanese long term prime rate, flat. Fixed, reset and paid, semi-annually.						

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

ISSUE	Interest	Issue	Rate	Yield	YEN STRAIGHTS	Interest	Issue	Rate	Yield
ABE NATIONAL 7½ 92	200 9½	9½ -0	9.56	Belgian 5½ 92	55 10½	10½ -0	9.56	4½/5	4½/5
ASIA ENTERTAINMENT 4½ 92	150 9½	9½ -0	9.56	Belgian 5½ 92	45 9½	9½ -0	9.56	4½/5	4½/5
AT&T 7½ 92	250 9½	9½ -0	9.56	Belgian 5½ 92	45 9½	9½ -0	9.56	4½/5	4½/5
BRIT. TEL. FIN. 9½ 92	250 9½	9½ -0	9.56	Belgian 5½ 92	10 10½	10½ -0	9.56	4½/5	4½/5
CANADA 9½ 90	1000 9½	9½ -0	9.56	Belgian 5½ 92	30 10½	10½ -0	9.56	4½/5	4½/5
CREDIT AGRICOLE 10½ 93	100 10½	10½ -0	10.05	Belgian 5½ 92	50 10½	10½ -0	10.05	4½/5	4½/5
C.R.C. 6½ 92	150 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
CREDIT LYONNAIS 9½ 91	200 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
CREDIT NATIONAL 7½ 92	200 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
CREDIT NATIONAL 7½ 91	150 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
DET-ICHI KAN 9½ 92	150 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
DEUTSCHE BANK 9½ 92	200 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
E.C.C. 7½ 91	150 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
E.C.C. 8½ 90	250 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
E.I.B. 9½ 92	250 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
E.I.B. 9½ 91	150 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
E.I.B. 9½ 90	250 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
E.I.B. 9½ 89	250 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
E.I.B. 9½ 88	250 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
E.I.B. 9½ 87	250 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
E.I.B. 9½ 86	250 9½	9½ -0	9.56	Belgian 5½ 92	50 10½	10½ -0	9.56	4½/5	4½/5
E.I.B. 9½ 85	250 9½								

UK COMPANY NEWS

Rank entertains City as advance to £255m exceeds expectations

By Vanessa Houlder and Lucy Kellaway

RANK ORGANISATION, the leisure and entertainment group, yesterday announced a 22 per cent rise in pre-tax profits to £255.1m for the year to October 31. Turnover rose 23 per cent from £664.4m to £804.1m.

The results exceeded City expectations and the share price rose by 30p to 733p.

All operating divisions posted higher profits with the exception of Precision Industries where trading profits fell from £12m to £7.4m. This resulted from a £2.1m loss at Strand Lighting.

Mr Michael Gifford, chief executive, said that its operating inefficiencies were being overcome and it was expected to return to profit this year.

The breakdown of trading profits was as follows: film and television services £25.7m (£16m); holidays and recreation £57.8m (£43.6m); hotels and catering £18.5m (£16.6m); precision industries £7.4m (£12m) and leisure developments £15m (£9m).

After a valuation of the group's hotel properties, a surplus of £20.2m was added to shareholders' funds. Net assets per share increased from 23p to 33p.

A total of £30m was spent during the year in acquisitions, capital expenditure and the repayment of preference shares. Net borrowings at the year end were £328.1m (£122.7m). Interest costs rose



Michael Gifford (left), chief executive, and Sir Patrick Meaney, chairman: good growth in most divisions.

from £10.2m to £18.9m, fuelled by the costs of acquisitions.

New ventures last year included the multi-lesser development at Stoke Festival Park, the opening of the Hilton Park Lodge and Texana Restaurants, together with new production facilities at Rank Brimar. Modernisation and refurbishment continued at Butlin's Holiday Worlds, Haven Leisure, Top Rank Clubs, Odeon Cinemas and Rank Hotels.

Rank said that it intended to add value and expand its leisure related business, particularly in the US.

Rank's share of pre-tax profits from Rank Xerox increased by £150.5m compared with £118.2m from all associated companies in 1987. Mr Gifford said that these results included about £10m-£15m of non-recurring items resulting from its pensions accounting and from a high level of exports from Europe.

Earnings per share increased from 58.3p to 72.6p. A recommended final dividend of 17.75p per share makes a total of 26.25p (21.75p) for the year.

A Kershaw & Sons, which holds 40 per cent of the ordinary share capital of Rank Pre-

cision Industries (Holdings) - the indirect owner of half the group's interest in Rank Xerox - increased its investment income by 27 per cent to £8.36m (£5.57m).

Earnings per share increased from 18.5p to 23.7p. A final dividend of 16.25p is proposed, giving a total of 22.25p (18.5p) for the year.

COMMENT

Rank is something of a market oddity: it has produced five years of earnings growth of more than 20 per cent, yet its shares trade at a 10 per cent discount to the market. Growth in the current year should be at least in the high teens, with the managed business faring better than the inimitable Rank Xerox once. While demand for copiers looks strong, the £10 to £15m of pension holidays and other usual items that boosted last year are unlikely to be repeated. On the other hand, this year should see a swing into profit at Strand Lighting, and further progress from last year's two medium sized US acquisitions. Still, the rise in the share price yesterday that greeted such prospects did little more than reverse the damage that unfounded rights issue rumours had done the previous year. With gearing at less than 40 per cent, and future acquisitions likely to be of manageable size, the rights risk looks small.

TIP makes £28m agreed offer for CSL

By Fiona Thompson

TIP, the trailer rental group, has made a £28m recommended offer for CSL, the USM-listed truck and trailer hire and commercial vehicle servicing group.

TIP rents trailers to customers in the manufacturing, distribution, transport, shipping and rail industries. It operates a fleet of over 13,000 high specification trailers from 57 locations in nine European countries.

In the year to July 31 1988, TIP made pre-tax profits of £29m, and at that date net assets amounted to £37.3m.

CSL's fleet includes 2,200 trailers and 185 commercial vehicles, of which 150 are high premium articulated tractor units. It operates 12 service outlets.

CSL reported pre-tax profits of £1.8m for the year ended December 31 1987 and £275,000 for the six months ended June 30 1988. Net tangible assets at December 31 1987 were £2.5m.

In addition, CSL owns investment properties which should, under the terms of the offer, have a current aggregate market value of not less than £7.5m. It is one of the conditions of the offer that TIP receives this effect.

"The acquisition of CSL is another important step in consolidating TIP's presence in the trailer rental market," said Mr Jim Cleary, TIP's chairman. CSL's particular strength is in the north of England and the Midlands.

Last month TIP acquired the Cetem/ITE group in Holland and Belgium.

Merchant bank Kleinwort Benson will, on behalf of TIP, offer 100 new TIP ordinary shares of 5p each for every 121 fully paid CSL ordinary shares of 10p each. The cash alternative is 15.6p per share for all or any new TIP shares to which accepting shareholders are entitled.

TIP has received irrevocable undertakings to accept the offer from shareholders representing 38 per cent of CSL.

At last night's TIP share price of 185p, the offer values each CSL share at 18.6p. CSL shares closed 23p up last night at 181p.

Omnitech back in the black at year-end

By Clare Pearson

DOMINO PRINTING Sciences, the ink jet printing specialist burdened with troubled US subsidiary, posted pre-tax profits 14 per cent higher at £5.12m for the year to end-October 1988 on turnover up from £21.4m to £23.83m.

But earnings per share fell from 20.12p to 17.95p, reflecting the impact of Domino's 1-for-2 rights issue in July 1987 which

financed the £23.1m purchase of its former US distributor, now called Domino Amjet Inc.

As expected after a warning

last October from Domino, the US company, which was allegedly producing sub-standard products and selling them through an inexperienced sales team, reported disappointing operating profits of £337,000 on sales of £9.7m.

Domino said that, having

now taken the matter in hand,

it believed it had solved the

quality problem and was work-

ing on the sales force, as well

as trying to win back disillu-

sioned customers.

The adverse currency effect

on operating profits of Domino,

Organic growth prompts 88% rise at Goodhead

STRONG ORGANIC growth throughout all its divisions enabled Goodhead Group, the printed and free newspaper publisher, to lift taxable profits 88 per cent from £1.44m to £2.7m in the six months to end-November.

Sales expanded 29 per cent to £30.4m (£23.51m). Mr Colin Rosser, chairman, said that profit margin had been raised to 8.9 per cent of turnover, an improvement of 46 per cent over the same period in 1987.

The print division, still the

main contributor to turnover and profits, currently has a strong order book, while publishing, he said, had made "great strides", although there was still scope for savings in production costs over the next two years.

Goodhead's design division had experienced considerable growth, while the paper operation had secured its first agency to market paper from Canada in the UK.

Earnings per 20p share rose to 13p (8.6p) and the interim dividend is lifted to 1.75p (1.5p).

Omnitech back in the black at year-end

By Fiona Thompson

OMNITECH, the designer and developer of packaging machines and systems which joined the USM in 1986 to raise funds to develop Omnitrac, its horizontal wrapping machine, moved into the black in the year to the end of July 1988.

The turnaround from pre-tax losses of £259,000 to profits of £13.000 was in part due to the fall in written-off research and development costs from £190,700 to £25,400.

Turnover for the year was £125,800 (nil) and gross profits £76,100 (nil). Administration costs accounted for £74,700 (£53,100).

There was an exceptional credit of £27,100 (nil) which arose in respect of disputed research and development costs, provided in the profit and loss account of the year to July 31 1987, which proved to be unnecessary.

Earnings per 1p share were 0.1p (losses 1.44p).

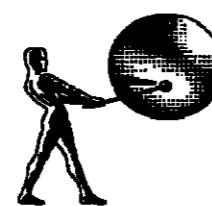
The chairman said that discussions were being pursued which, if successful, would help expand the company's capability and profitability.

The Rank Organisation 1988 Results

	1988	Increase on 1987
Profit before tax	£255.1m	+22%
Earnings per share	72.6p	+25%
Ordinary dividend	26.25p	+21%

The abridged profit and loss account for the year ended 31st October 1988 is an extract from the Report & Accounts which will be filed with the Registrar of Companies upon which the auditors have given an unqualified report.

Another year of progress



The 1988 Report & Accounts will be posted to shareholders on 16th February 1989. Copies may be obtained from the Secretary, The Rank Organisation Plc, 6 Connaught Place, London W2 2EZ.

SAUR increases water bids and shuts door on Southern

By Andrew Hill

SAUR Water Services yesterday won two more statutory water companies in the south east of England with increased bids.

The victory shuts out a counter-bid for West Kent from Southern Water Authority and its joint venture partner, and prevents a hostile bid being tabled for Mid-Sussex.

The French group - a subsidiary of Bouygues, the construction and service company - is poised to declare its agreed offers for the two water companies unconditional, having won over three key institutional shareholders in each case.

In areas where water is supplied by the UK's 28 statutory water companies, the 10 public authorities only deal with waste water. Southern and its partner, Associated Insurance and Pension Fund - a vehicle for Mr Duncan Saville, a Sydney-based investor - now hope to retain influence over the companies in Southern's area by keeping large minority stakes.

Mr David Gadsbury, Southern's head of planning, yesterday said: "We have no intention of being obstructive

for the sake of it, but if we feel that by sitting in there with a significant stake we can insure that customers' interests are adequately safeguarded then we shall hang on."

Southern and AIPF could use their stakes to prevent the companies converting to public limited companies after flotation of the 10 water authorities in autumn.

In the last few days, SAUR has had to increase the total offered for companies in and around Southern's area by 17 per cent to nearly £100m, both to counter the Southern/AIPF strategy and persuade intransigent institutional shareholders in each case.

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SAUR's bid for Mid-Sussex Water, which is outside Southern's region, was increased on Wednesday and closes on February 8.

Apart from Portsmouth, which has been launched for 14 of the UK's private water companies, all but two from three French water suppliers, sparked political controversy in the run-up to privatisation of the much larger water authorities.

SAUR increased its bid for Mid-Sussex to £130 for each 100 nominal of voting stock - valuing the company at £15.4m against the original bid of £13m.

The bid for West Kent was raised to £300 for each 100 of voting stock - a total of £37.4m (£35.3m) for the whole company - compared with £23.5m offered by Southern/AIPF.

About 50.7 per cent of the votes in West Kent and 52.7 per cent of the Mid-Sussex voting rights have been committed to SAUR.

In the last year bids have been launched for 14 of the UK's private water companies, all but two from three French water suppliers, sparked political controversy in the run-up to privatisation of the much larger water authorities.

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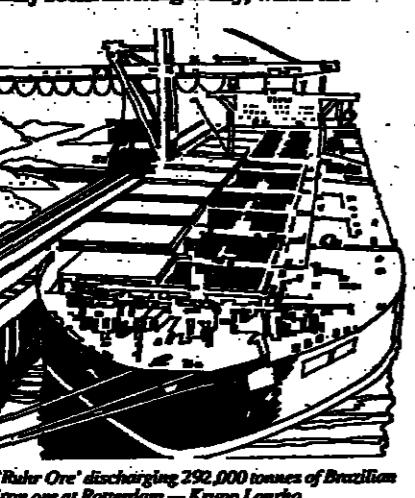
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Dear Shareholder,

Your Company has never been in better shape.

There was a time when I used to write the entire Review of Operations myself, but this year, when nearly all shareholders will have seen analysts' reports on Lonrho, and when the Annual Report contains pages and pages of financial information, you won't want me to tell you that Sector X has increased its profit by 2%. It suffices to say, at the risk of bores you, that we haven't got a loss-maker in the Group.

No wonder Lonrho is attractive to opportunity seekers who calculate that by sending the healthy Group to the breaker's yard, they could expect to get far more than the share price, and far more than the cost of an Offer for the whole Company. From the shareholders' point of view — and I am a large shareholder myself — no outside analysis of Lonrho has approached the intrinsic value of the shares. Five or six pounds per share may seem inviting today, when the



'Tutor One' discharging 292,000 tonnes of Brazilian iron ore at Rotterdam — Krupp Lonrho.

highest market price per share was 428 pence in 1988. It does not reflect the earnings potential of the Company or its asset resources, as a quick flick through the Annual Report will show.

The results are yet again good enough for a bonus issue and a higher dividend, which is being paid out on the share capital increased following the A.G.M. last year.

In this financial year, which ends in September 1989, I am far more optimistic than usual and I can tell you with confidence, after twenty-eight years with Lonrho during which I have not sold a single share, that the outlook is astonishingly good.

It is the experienced management and the believing spirit of the Group that have made it possible to build up such a magnificent set of major assets across the world.

Hundreds of companies make up Lonrho. In recent years, there has been no need for rights issues, and the Board do not expect to call for capital, or to issue new shares for acquisitions. Cash and existing facilities in excess of a billion pounds are open to Lonrho; should they be wanted, without recourse to shareholders.

Let's stay together and see our shares continue their strong advance with the Company. I wish I had a few more.

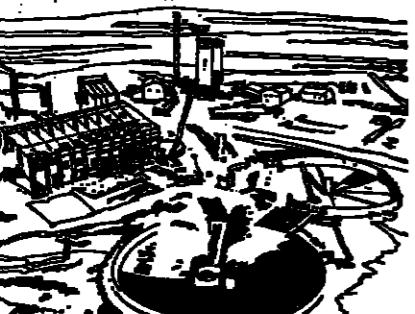
Yours sincerely,
Tim Rowland

The following text is taken from the Review of Operations for the year ended 30 September 1988.

MINING AND REFINING

Another very successful year has been achieved by the Group's mining division. Precious metal production increased to a record 785,000 ounces, which is anticipated to increase to one million ounces in the current year.

New shaft and concentrating plant under construction — Western Platinum.



Platinum group metals produced at the highly efficient and low cost Western Platinum mine totalled 274,000 ounces. The new one million tonnes per annum plant has now been commissioned three months ahead of schedule. Shaft sinking and extensions to smelting and refining facilities are also well advanced. Long term arrangements have been concluded for the sale, at market prices, of the major portion of the increased output.

Andrew Saffy, the General Manager of Western Platinum since 1972, died suddenly in July. His contribution to achievements at the mine has been outstanding and will have a lasting effect on its operations.

A new mine, Eastern Platinum, is being established on extensive ore reserves and construction began recently of a one million tonne per annum concentrating plant.

Group gold production improved to 511,000 ounces, as a result of the US\$160 million programme to increase the output of Ashanti by 50% over a five year period as well as the expansion of our mines in Zimbabwe.

Structural difficulties encountered at Erifica have resulted in a slower build up of production than planned, but the ultimate output of 400,000 ounces per annum remains unchanged. Our interest in this project is 36%. Exploration on the other joint venture with the Anglo American Group has indicated encouraging gold values.

Our joint venture with the Government of Zambia for the mining and exclusive marketing of amethysts is progressing.

Lonrho has never been in better shape

R W Rowland, Chief Executive

AGRICULTURE

Lonrho farms and ranches two million acres of land in Africa and the United States. It is the largest commercial food producer in Africa and owns 120,000 head of cattle, sales of which amounted to 25,000 head in the year.

Production by the Group's seven sugar factories has once again increased and sales of approximately half a million tonnes were made. The improvement in the world market prices for sugar enabled the Group to achieve record profits.

In Malawi tea sales were good, largely as a result of the recent modernisation of the factories. During the year additional hectares of tea and coffee were planted. Production of tea was reduced to 4.7 million kilos due to bad weather.

In Kenya wheat extract sales have been more buoyant and large scale pig farming has started.

In Zambia Kalangwa Estates maintained its impressive growth, with exceptionally good results being achieved on irrigated crops and livestock. The yields of the dairy herd have also recorded further improvement. The newly established Power Hire Mumwana provided a land preparation service to local smallholders in the Mumwana area which has secured 15,000 tonnes of seed cotton for processing at the Group's ginnery. Massey Ferguson combine harvester in East African Basing Extract Co.'s wheat fields — Kenya.

In Zimbabwe activities were affected by two years of drought. However, timber demand increased dramatically.

Lonaco in Mozambique is now firmly established as a cotton, citrus and tomato producer, achieving good yields in these activities. The total volume of produce increased by 120% this year, although depressed cotton prices restricted growth in profitability.

The farming and ranching operations in the United States were hindered by the difficult trading conditions in the agricultural sector.



Prisian dairy cattle — part of Lonrho's 120,000 head of cattle worldwide.

HOTELS

The Princess Group was enlarged during the year by the opening of the 525 room Scottsdale Princess in Arizona and the acquisition of the 264 room Palm Springs Marquis in California.

The American tourist market was depressed in 1988 which affected the results in Bermuda and Mexico, although the Bahamas showed continued strong growth based on the casino business.

The Scottsdale Princess opened during the busy winter season and the future looks bright for this investment. The Marquis Hotel is in the process of being upgraded and, after the initial low summer season, the hotel is looking forward to the future.

In the United Kingdom the Metropole Hotel Group has once again reported record profits. The programme of upgrading facilities has continued.

Planning permission has been received for a new extension to the Birmingham Metropole and work has now commenced. The extension will consist of a major new conference room and 125 bedrooms. When completed it will be by far the largest conference hotel in the country, with three major conference rooms and over 800 bedrooms. Work has also commenced on the major new extension to the London Metropole.

The Birmingham Metropole was voted conference hotel of the year in two of the main hotel industry awards in the United Kingdom.

In Kenya the Group's hotel interests have been substantially expanded with additional accommodation being added to all hotels. On the Group's 108,000 acre ranch and game reserve, a health farm and a luxury tented camp have been opened.

Power Equipment in Zambia recently introduced a locally assembled tractor designed for the small scale farmer.

Jack Barclay, Rolls-Royce and Bentley distributor — London.

The Merville Beach Hotel in Mauritius has had a very profitable year and expansion is planned soon.

MOTOR DISTRIBUTION

Lonrho remains the largest motor distributor in the United Kingdom selling 35,000 vehicles in August alone.

Strong demand for Volkswagen and Audi vehicles has resulted in VAG (UK) selling 128,000 vehicles in the year, which is the highest level ever achieved.

New products introduced during the year include the new stylish Volkswagen Passat. The Corrado, Audi V8 and Audi Coupe were also launched at the recent Birmingham Motor Show.

Scotsdale Princess — Arizona.



1988 AT A GLANCE

	1988	1987
Turnover	£4,216m	£3,616m
Profit before tax	£225m	£200m
Profit attributable to shareholders	£133m	£104m
Earnings per share	30.0p	25.8p
Dividends per share	13.0p	11.1p
Cash balances	£340m	£313m

Turnover includes the Group's share of turnover of associates amounting to £549m (1987 — £613m). Earnings and dividends per share for 1987 have been adjusted for the capitalisation issue in 1988.

The eighth Annual General Meeting of Lonrho Plc will be held at the Great Room, Grosvenor House, Park Lane, London, W1, on Thursday, 30th March, 1989 at 11.45 a.m.

MANUFACTURING

MAN-VW's performance has improved significantly.

Dutton-Foxshaw Motor Group in the United Kingdom achieved record profits in the year. The group's five Jaguar sites contributed a substantial profit to the Group's overall results.

Waterville, in its first year of holding the Mercedes-Benz tractor franchise, was awarded the silver trophy for being the best importer of the year.

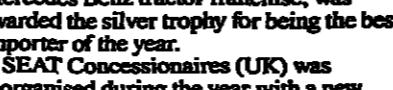
SEAT Concessionaires (UK) was reorganised during the year with a new management team and its head office being relocated in Crawley.

Matrimac in Belgium celebrated the 25th anniversary of its holding the Massey Ferguson franchise.

In Kenya, Motor Mart successfully leads the market with Toyota, Mitsubishi Fuso and Massey Ferguson in prominent positions. Motor Mart has also now been awarded the Fiat Auto, Iveco and Agri franchises.

Power Equipment in Zambia recently introduced a locally assembled tractor designed for the small scale farmer.

Jack Barclay, Rolls-Royce and Bentley distributor — London.



Trucks at MAN-VW Track & Bus Headquarters — Swindon.

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UK COMPANY NEWS

IBC reaches agreement with Barham shareholder

By Clay Harris

INTERNATIONAL BUSINESS Communications (Holdings) yesterday reached a settlement on "strictly confidential terms" with one institutional shareholder in Barham Group who had challenged IBC's refusal to reopen the cash terms of its successful takeover of Barham in 1987.

The agreement with County NatWest Securities on behalf of two nominees subsidiaries was announced in the High Court. Together they held 1 per cent of Barham ordinary shares and 2.6 per cent of preference shares.

It gives little firm hope to any other Barham shareholder still holding out for cash that he or she will receive anything more than IBC's less attractive cash-and-share terms which are finally to be closed on February 9.

At yesterday's IBC closing price of 183p, buoyed by the company's separate announce-

ment that it would tender in the market at 150p for up to 40 per cent of its shares, the shares-and-cash offer for Barham is worth 200p, still 50p short of the original cash terms.

The Takeover Panel made it clear yesterday that IBC was free to reach any settlement with County NatWest so long as the payment did not exceed the 250p at which IBC closed when it declared the Barham bid unconditional on October 2 1987.

All shareholders had been able to choose between the terms before that time, the Panel indicated.

The interpretation of Section 430A of the Companies Act, the provision at the centre of yesterday's legal action, was a matter for the courts, not the Panel.

Although it is unlikely that yesterday's agreement between IBC and County has any direct

enforceability, it is possible that IBC might consider approaches from smaller shareholders.

With County now out of the way, only 0.01 per cent of Barham ordinary shares and 0.07 per cent of preference shares are outstanding.

Yesterday's settlement will be a relief to IBC, which could have been forced to come up with an additional £1.7m if County had won its case and the precedent been extended to all other dissenters.

The settlement, however, leaves unresolved the interpretation of Section 430A, which allows the last 10 per cent of shareholders in a company being taken over to demand the reinstatement of any terms which had been offered during the bid, even if they had subsequently been closed.

Unlike several other bidders which found themselves in this situation, IBC refused to do so.

Dale Electric rises to £1.19m

By Nikki Taft

DALE ELECTRIC International, the generating sets and power systems manufacturer, yesterday unveiled pre-tax profits up from £261,000 to £1.19m in the six months to the end of October.

The turnover figure rose by 24 per cent to £24.2m (£19.5m), and Dale said the current order book was standing at a record £26m.

Earnings per 10p share, after a 32 per cent tax charge, are 40 per cent higher at 6.04p, but the interim dividend goes up only 14 per cent to 2p (1.75p) — although Dale said that dividend policy decisions tended to be made at the year-end stage.

Shares in the company, which saw off an unwanted bid from Sunleigh Electronics in mid-1987, fell 8p to 113p yesterday.

Dale said that its generating sets — Dale GB — fared particularly well in terms of new UK business. Orders coming through in the first half included ones from the Stock Exchange, Reuters and for stand-by facilities on the first six phases of the new City Broadcast centre.

About 60 per cent of turnover on the generating sets side now comes from the UK rather than exports, a reversal of the position a few years ago. This, claims the company, is a result of its current policy of seeking better margin business, rather than volume.

Overall, the French battery charging and emergency lighting companies came in on target, although Dale conceded that the Eauau business slightly underperformed expectations

with the others compensating. Some rationalisation of the French operations is underway, and should be complete by the autumn.

The Erskine Systems subsidiary also had some problems at the start of the year, when too much work descended at once, but Dale said that the situation had been corrected and the business should be back on target in the second half. Overseas interests in Thailand and Mexico were both faring well.

At the trading level, profits were up from £1.3m to £1.65m — suggesting that the trading margin has eased very slightly — while the interest charge is little changed at £497,000 (£500,000). Dale, however, said gearing was down to 48 per cent, with 45 per cent projected by the year-end.

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DIVIDENDS ANNOUNCED

Current payment	Date of payment	Corres -	Total for	Total last year
Argyle	Int	4	3	3
Dale Hedges	Int	5	5	4.25
Dale Electric	Int	2	1.75	4.25
Derby Trust	Int	6.823	Feb 28	6,097 11,982 10,846
Domino Printing	Int	2.1	1.7	3.6 2.9
Fleming Fridge	Int	2.67	1.6	3.6 2.5
Goodhead Group	Int	1.75	1.5	4.5
Heaviside Brewery	Int	11.6	10	14 12.4
Hill & Smith	Int	3.45	1.5	3.88
Kershaw (A)	Int	16.25	13.75	22.25 18.5
Lorato	Int	8	8	11.1
London Metal	Int	8	8	11.1
Mosaic Lava	Int	21	1	3
Newmark (Louds)	Int	5.3	5.3	14.7
Opt and Medical	Int	1.65	Mar 31	1.5 4.8
Park Food Group	Int	1.95	Mar 10	1.7 5.3
Rank Org'sation	Int	17.75	Apr 6	14.5 28.25 21.75
Tranwood S	Int	1.5	0.55	1.5 0.5
Warren Estate	Int	4.25	3.7	6.25 5.4
Whitrust	Int	2.5	Mar 31	2.25 6.95

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issue. **On capital increased by rights and/or acquisition issues. SUSM stock. \$50 unquoted stock. #Third market. *Includes special 1p payment. \$Dividend for previous Tranwood Group

Blenheim in £8.1m French acquisitions

By David Waller

BLEINHEIM EXHIBITIONS, the acquisition-minded conference and exhibitions organiser, is expanding its operations in France with the FFr 90m (£8.1m) purchase of Sopros and Les Nouvelles du Monde, two related Paris-based companies.

The two companies, which specialise in publishing trade magazines and organising conferences such as the Equip-hotel for the hotel trade, made combined pre-tax profits of FFr 42m last year on turnover of FFr 65.6m.

The acquisitions are being paid for by the issue to the vendors of 1.18m new Blenheim shares, leaving them with 7.2 per cent of the company's enlarged equity.

A novel way of increasing the earnings

Clay Harris looks at the rationale behind IBC's plan to buy back its shares

MICHAEL BELL plans to set an example for fellow shareholders in International Business Communications (Holdings), the newsletters and conferences group which yesterday announced an unprecedented plan to buy up to 40 per cent of its shares at a fixed price in the stock market.

Mr Bell, IBC's chairman and chief executive, plans to tender to take the company private through a management buy-out.

In IBC's view, there are several advantages to its course: • With IBC ridding out by buying a majority of shares — even taking into account additional purchases through existing authority to buy in 14.9 per cent of shares — control of the company will not change. This avoids any suspicion, such as that voiced in some other recent buy-outs, that managers are trying to take control too cheaply.

• A full leveraged buy-out could saddle IBC with excessive borrowings. The limited tender should allow IBC to get the advantages of higher gearing and enhanced earnings without creating an imbalance in the relation between debt and equity.

• Retaining a stock market listing is especially important to a company in which many

employees own shares and have share options.

However, although IBC may not be going all the way, its intention to swing towards borrowing and a reduction of the number of shares in issue as the best way to increase earnings has much in common with more conventional buy-outs.

Simply put, IBC believes that the market seriously undervalues its long-term prospects.

IBC's shares have suffered since the October 1987 crash, largely because of the perception that demand for its titles such as Stock Market Confidential, Fleet Street Letter and Penny Share Guide would wane in line with individual investors' appetite for the stock market.

Ironically this turned out not to be the case. Profits from tip-sheets — Mr Bell calls a spade a spade, even if he might prefer "financial advisory publications" — actually went up in 1988 from the raging bull year of 1987.

To a large extent, this reflected costs saved through lack of promotion, while renewals ran at a healthy 60 to 65 per cent. In 1989, by contrast, IBC is budgeting for a 20 per cent decline in tipsheet profits from last year, as the promotion machine gets cranked up again.

The fall may be smoothed, however, by a profit provision against 1988 profits which IBC is taking for deferred promotion costs. Excluding that provision, the £13.25m pre-tax profits estimated yesterday for the group as whole would have looked even more healthy.

Leaving aside the surprisingly buoyant performance of tip-sheets last year, the im-

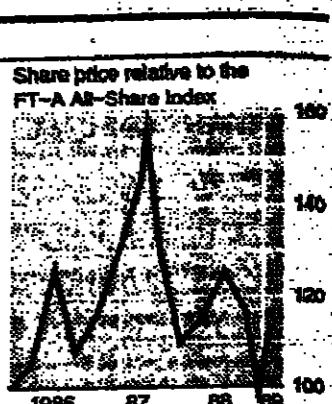
portant thing about them is that they account for only 25 per cent of IBC's profits. Half of the total comes from "business-to-business" publications, with the rest from other activities, especially conferences.

In an explanatory circular to be posted to shareholders today, IBC will unveil a revaluation of its titles in a *pro forma* balance sheet which assumes a 40 per cent take-up of the tender offer.

Of fixed assets of £72.4m, such intangibles account for £60.8m, tangible assets for £6.8m and investments for £6.8m. At the bottom line, however, the balance sheet will show IBC with negative net worth of £2.32m.

The picture will look a bit more rosy in the spring when IBC produces its accounts for 1988. By then, IBC hopes to have included a value for its conference business, probably £12m, in the balance sheet.

The valuation is based on calculations of the worth of the division's list of past delegates



and the strike rate in terms of the number of mailshots it takes to convince them to attend a conference. It is an exercise which may give managers the will to balance sheet publics who are alarmed in brand and other valuations.

But Mr Bell maintains it is a conservative estimate.

The Dutch publishing group Elsevier's recent acquisition of a conferences company on 14 times earnings points to a £25m value for IBC's conference business. On four times pre-tax profits, another gauge widely used for bonus schemes in the sector, the business would be worth about £16m on an expected out-turn of £4m in 1989.

In 1988, the rental of conference mailing lists and subscriber rolls alone is estimated to have produced pre-tax profits of £500,000 for IBC. Conference lists, for example, typically raise £125 per 1,000 names for a single rental.

TI makes further divestment

By Clare Pearson

TI GROUP, the specialist engineering concern, has made a further, if modest, move in its programme of divestments with the £4m sale of two subsidiaries, Dartec and Rosend Precision.

The purchasing company, Polytest, was founded by two management, though its chief executive, Mr Chris Dally, has been brought in from outside. He was formerly general manager for Europe of Marconi Electronics.

Both Dartec and Rosend are involved in various kinds of testing. Polytest is backed by Lloyds Development Capital.

Earlier this month, TI announced the sale of three US subsidiaries for £45m in a deal which virtually eliminated its debt.

IWP International

IWP INTERNATIONAL has agreed the purchase of New Era Group for an initial £5m (£4.1m) in shares and cash. Further consideration of up to £2m may be payable dependent of New Era profits.

Tranwood surges to over £4m

By Andrew Hill

TRANWOOD, the USM-quoted financial services group run by Mr Peter Earl and Mr Nick Oppenheim, yesterday reported a pre-tax profit of £4.23m in the year to December.

This contrasts with a figure of just £559,000 in 1987. It also compares with the £444,000 which the businesses contributed to Bear Brand, ahead of their "demerger" in mid-1988.

The split of the former fully-listed Tranwood Group took place in June. The hosiery business remained in the fully-

listed company, which changed its name to Bear Brand. The financial services company moved to a new USM company, taking on the Tranwood name.

Yesterday, Mr Earl said that the extremely sharp second-half progress was largely a reflection of the way that corporate finance fees had occurred over the year, and also to the realisation of some investment profits towards the year-end.

Within the pre-tax total, corporate finance made £3.17m

Hodgson plans financial services links

By Andrew Hill

HODGSON HOLDINGS, the UK's largest quoted funeral director, is to link up with Colonial Mutual Life Assurance Society, Help the Aged and British & Commonwealth Holdings to offer financial services to the bereaved and elderly.

The funeral company, which is quoted on the USM but should move to a full listing shortly, is also planning significant restructuring of the company, which could involve a cash injection from a larger partner.

Such a deal would enable the funeral director to continue its aggressive acquisition programme without having to call on shareholders for cash.

Neither B&C Ventures, the development capital subsidiary of British & Commonwealth, nor Hodgson would comment last night.

The long-awaited financial services package, Dignity in Death, and the restructuring will be announced formally on February 7. The joint venture with Colonial Mutual and Help the Aged will be aimed at pro-

viding financial advice to the bereaved both before and after the funeral.

Hodgson's quoted rival, Great Southern Group, already operates a joint venture, Chosen Heritage, with the charity Age Concern.

Under the scheme, launched two years ago, subscribers are guaranteed a funeral at a fixed price, paid in monthly instalments.

Age Concern, which became involved last April, sends information on the scheme to its local group.

Argyle moves up 28% to £1.42m

Argyle Trust, financial services group, reported pre-tax profits for 1988 ahead by 28 per cent to £1.42m, against £1.11m. The result was achieved on income up from £2.72m to £7.92m.

After tax of £475,000

(22.8%) earnings per share were 4.3p (4.12p). Directors are recommending a single final payment of 4p (3p).

During the year advances to customers rose by more than 30 per cent to £60.5m.

The acquisitions are being paid for by the issue to the vendors of 1.1

Taylor confident of share placing

By Nikki Tait

SIR FRANK GIBB, chief executive of UK construction group Taylor Woodrow, said yesterday that he was "confident" that the 10 per cent holding which has ended up in the hands of Hoare Govett and Hambros, would be placed at some stage.

Putting a fairly philosophical face on Wednesday's debacle — when Hambros and Hoare Govett bought the 9.9 per cent interest amassed by P&G and Oriental Steam Navigation — Sir Frank added he believed both those shareholders were "supportive of the board's policies and principles".

On the possibility of Taylor Woodrow buying in its own shares, Sir Frank said that it

would only be an option at present if the price fell substantially further. Current authorisation from shareholders allows the company to buy in maximum 10 per cent of its shares at prices up to 500p. However, changing such powers — subject of shareholder approval — was "always an option".

Taylor Woodrow shares fell sharply when trading opened yesterday, before recovering to close a 10p loss at 375p. At the level, Hambros and Hoare Govett are showing a combined loss of just under 23.5m.

The 9.9 per cent stake is split equally between the two institutions, leaving them with holdings of just under 5 per cent each. Hoare Govett acts as

stockbroker to Taylor Woodrow, as well as to P&G, while Hambros has advised both companies in the past. In the wake of the P&G stakeholding, however, Taylor Woodrow appointed Schroder Wagstaff as its merchant bank, while retaining a relationship with Hambros.

Yesterday, Sir Frank did not seem unduly concerned at any potential conflict of interest arising for Hoare Govett. In response to questions over whether Wednesday's events might necessitate the appointment of any other brokers, he stressed that Taylor Woodrow regarded Hoare Govett's shareholding role as "a short-term situation".

Asking whether any undertakings or assurances had been given that the shares would not go to one unfriendly source, Sir Frank said only that he was confident that they would not be sold to a single buyer.

Yesterday, both Hoare Govett and Hambros were inclined to back Sir Frank's view.

"Obviously, as brokers to the company, we will act in its best interests," said Hoare Govett, adding that "everything will be done in a nice way as possible".

Hambros commented: "we certainly do not intend to sell to a single buyer". It added that the stock had been split around different parts of the bank, but remained entirely beneficially owned and had not been passed into any funds under management.

Aviva in £22m bid for Viking Resources

By Ray Bradford

AVIVA PETROLEUM, the oil and gas investment company, is making a takeover offer for Viking Resources Trust which values the Ivory & Shine-managed investment trust at £22m.

The company is offering 55p cash a share for the trust

which has a portfolio of quoted UK and international oil companies and investments in US oil and gas production.

Viking shares eased 1.5p to 55.5p following the announcement of the offer.

Aviva has launched the bid after purchasing a 15.2 per cent stake last year from Australian businessman Mr Alan Bond and acquiring an option earlier this month over a further 19.06 per cent from fellow Antipodean Sir Ron Brierty.

Viking yesterday advised shareholders against selling their shares and formal advice on whether the bid should be accepted is expected next week at a full board meeting.

Mr Lawrence Hockey-Sweeney, Aviva chairman, said the decision to launch the bid was made after discussions this week with Viking directors.

Viking's attraction to Aviva

is its participation in 200 producing wells in the US which

have been acquired since September 1986 as part of a policy to diversify away from its portfolio investments.

The directors said that measures had been taken to rectify the situation of Associated Spinners which incurred a loss. The newly-acquired companies, Indo African Exports, Ken Moore and Ashmoor (Textiles) would contribute to the full year results and prospects for the group were very encouraging, they added.

However, he added that some investments would be retained and used as potential springboards for further acquisitions in a plan to develop oil and gas interests in the US and UK.

Aviva was formerly Jackson Exploration which floated in 1981 before running into problems related to the slide in the oil price. In November last year effective control of the company changed hands when Mr Hockey-Sweeney has an interest, acquired a 23.9 per cent stake.

Biotechnology

Biotechnology Investments total net assets at November 30 stood at £130.84m, compared with £125.52m. Gross revenue for the six months to end-November totalled £1.54m (£1.45m). Revenue before tax was £151.370 (£146.774). Earnings per share 0.2 cents (0.18p).

Mr Hockey-Sweeney said that if the bid was successful the majority of the portfolio, which last Tuesday was capitalised at £15.8m, would be sold-off.

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LONDON STOCK EXCHANGE

Equities advance ahead of trade data

THE CONFIDENT progress of the equity market was in no way checked yesterday by any concern ahead of the morning's announcement of the UK trade figures for December.

The UK institutions continued to buy the leading stocks, although perhaps less aggressively than earlier in the week. After toiling over briefly, the market resumed its upward trend and closed the best level of the day.

The market's own internal health was improved by the absence of developments on two situations unsettling equities at the previous close. There was no sign of any of the widely predicted rights issues,

Account Dealings Dates		
1988 Dealings	Jan 18	Jan 23
Options Dealings	Jan 20	Feb 13
Options Settlements	Jan 20	Feb 23
Options	Jan 27	Feb 10
Options Depts	Feb 6	Feb 20
Options	Feb 6	Mar 6

These dates staggered may take place from time to time.

nor were there further traumas from the unsuccessful attempt to place 15.5m Taylor Woodrow shares.

Turnover remained high, with a 500m volume figure of 5,610m shares confirming comfortably with last week's average totals, if below Wednesday's post-Crash peak of

324.7m. The blue chip internationals were less prominent, however, and the second half of the session brought a revival of takeover speculation, featuring such old favourites as Enterprise Oil and Cadbury-Schweppes.

A rise of 20.8 took the FT-SE Index to 1,368.6 and to its sixth gain out of the past seven trading sessions. With FT-SE 1950 safely out of the way, chart analysts began to look forward to the 1,750 level which is their next testing point.

Once again there was an upward start, with share prices struggling to hold early gains in pre-Suez trading. But once the rights issue worries

receded and some initial turmoil in Taylor Woodrow stock died away, prices steadied and then moved ahead as the UK institutions appeared in the market again.

There was support for BAT Industries, despite doubts among some analysts regarding the basis for recent takeover speculation. Good trading results - and no rights issue - from Rank Organisation gave a boost to sentiment, and at the close London was helped by a firm opening on the Wall Street market.

Most equity analysts appeared tongue-in-cheek ahead of today's UK December trade figures. While the medium fore-

cast is for a deficit of around £1.6bn on current account, a very slender reduction on the November figure, the market will be untroubled by any deficit figure below £2bn, according to Mr John Reynolds, equity strategist at Prudential-Bache (Equities); his forecast is for a £1.6bn deficit.

However, the markets will be watching closely for the reaction of sterling when the figures are announced, but Mr Peter Spencer of Shearson Lehman Hutton commented: "With the Lawson squeeze beginning to work, any setback on trade or any other data should be regarded as a buying opportunity."

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Disposals to boost G Met

Activity in the traded options market early on - a UK broker was said to have exercised an option to buy 1m shares - sent shares in food, drinks and hotels group Grand Metropolitan firmly higher. At one stage the price touched 50p bid, before profit-taking saw the shares ease back to a close of 49p, up 7 on the day on turnover of 8.3m shares.

Grand Met have returned strongly to favour since the New Year, buoyed by several "buy" recommendations, including from E&W and Kifcat Aitken. The news that there has been no shortage of potential buyers for the company's casino operations, and of the approaching sale of two of the US restaurant chains acquired during the \$5.7m takeover of Pillbury, have given an extra lift to the share price.

Mr Martin Hawkins of Kifcat Aitken believes Grand Met will use the money from the casino and restaurant disposals to pare down its borrowings rather than expand its own businesses. The first priority remains to fully digest Pillbury, in particular the troublesome Burger King chain, said Hawkins. "If Grand Met can stabilise Burger King and squeeze margins out of Pillbury, then they will make a tremendous amount of money."

BAT active

A feature of early dealings was BAT Industries, which swept higher. "Recent" bid speculation took a new turn. Suggestions that the group's management, perhaps started by an approach from a private investor, might attempt a buy-out from within helped send the shares ahead in strong turnover. Despite some doubts among analysts over the fresh twist in the story, BAT shares closed 21 higher at 51p with turnover of 9.1m shares boosted by UK institutional demand.

Bid hopes, which mention either Hanson or Kohlberg-Kravis-Rothschild, the US buy-out specialist, as possible predators, face the problem of Farmers Group, BAT's US insurance acquisition. This is described by analysts as "a poison pill in itself" because of the minefield of US regulations involved. Some believe that a management buyout might overcome such problems. However, Mr Paul Burke, tobacco specialist at Kleinwort Benson, doubts all bid tales. BAT yesterday announced a routine

FT-A All-Share Index		
1020	1000	900
900	800	700
800	700	600
700	600	500
600	500	400
500	400	300
400	300	200
300	200	100

increase of 550m in its commercial paper programme.

New Cadbury fever

After several weeks in the doldrums, Cadbury Schweppes bounced back as the shares soared 23 to 371p on turnover just short of 7m shares. The latest bout of bid fever was sparked off by a number of conflicting stories about major US shareholders, General Cinema, which emerged from both sides of the Atlantic.

The shares drew initial strength from a story that General Cinema was about to sell its 18.4 per cent stake, possibly to US arbitrator Mr Asher Edelman. Further speculative buying was triggered by reports from the US that securities house Salomon Brothers had said in a circular that General Cinema was more likely to increase than reduce its stake in Cadbury. Adding to the confusion were unconfirmed reports that the board of General Cinema was in London.

The result was massive demand for Cadbury stock, heavy trading in the options, and strong buying of the ADRs in the US. American buyers were to the fore as every serious dealer. As one quoted follower of the stock said: "Everyone believes that a bid is coming, which we don't know is when it will come."

Woodrow decline

Taylor Woodrow, given a mailing on Wednesday on the news that Hoare Govett, the securities house, and Jamieson, the merchant bank, had bought P & O's 10 per cent stake and were attempting to place the shares,

remained in the firing line yesterday.

Taylor shares dropped to 55p offered at the opening, with sentiment badly affected by the previous day's events. They then rallied well, touching 58p before ending the day a net 8 lower at 57.5p with turnover reaching 2.6m after Taylor Woodrow issued a statement welcoming Hoare and Hoare as new shareholders.

Taylor said it had had a close working relationship with the two for many years and "considers them to be supportive of the Taylor board's policies and principles."

P & O shares recovered some of the ground lost on Wednesday, settling a net 12 higher at 60p; turnover here was 2.3m.

Dixons were a good market among unquoted stores. Dealers reported interest in the stock following the company's US visit earlier this week. As talk of a possible consortium bid approach resurfaced, the stock gained 8% to 152p on turnover of 7.5m shares.

Woolworth fell back from Wednesday's highs, closing 4 easier at 270p with the market looking for a bid for furniture group Magnet.

The electronics arena was the scene of another wave of frantic activity as the Government issued four licences for the new cordless telephone systems (CT2), commonly known as "telepoint".

Taking a cautious line on Lord Young's statement on two new licences for the 1990's to compete with existing cellular systems, Mr Chris Tucker, electronics analyst at Kleinwort Benson said: "the additional competition in the 1990's calls into question some of the more optimistic valuations of cellular 3G227 despite a sizeable downgrade from BT227."

Vaux Group were the pick of the Brewery sector, advancing 14 to 771p on speculation that hotel group Queens Moat (up 4 to 112p) had added to its 7.8 per cent stake. However, Queens Moat later confirmed a link with a leading securities firm in London that it had no plans for its Vaux stake.

Magnet, which on Wednesday revealed it had received an management buy-out (MBO) approach from a group of directors, led by chairman and chief executive Mr Tom Duxbury, continued to forge ahead with the shares adding a further 14 to 276p. Turnover in the stock remained at a high level, totalising 8.2m shares.

Dealers said speculators were moving in on the shares on expectations that any management buy-out will almost certainly trigger a bid battle for the company with the 300p a share level regarded as the starting point. The County NatWest building research

team says: "MBO or no MBO, the for sale sign has gone up outside Magnet's door and the stock is now in play."

Preliminary results from leisure group Rank Organisation confounded Wednesday's pessimistic share price performance. Rank stock plummeted late on Wednesday to the accompaniment of market speculation of a possible £200m plus rights issue to fund US acquisitions.

Other companies granted licences in various consortiums, included Cable & Wireless (up 10 to 409p), via its Mercury subsidiary, British Telecom (firm at 270p) and STC (strong at 305p).

British Telecom, failed to win one of the licences and subsequently came under pressure to close 5% down at 242p on 6.8m. Parent GEC Electronics, initially dipped to 215p but later picked up to close a fraction harder at 321p; turnover was 15m.

Vague speculation of a possible link up in consumer electronics with GEC was Astra up 11 to 17.5p before the close at 17.5p for a net gain of 9%. Amsterdam later denied the stories. GEC rose 6 to 219p on turnover of 8.4m.

Excitement returned to the Foods sector amid forecasts of record profits this year at Rank Hovis McDougall's arm (the shares were up 7 at 319p), a 4-for-1 share split in Tate & Lyle (closed at 237p), and assorted bid speculation in Cadbury, Hillsdown (up 8 at 282p), Unigate (11, better at 360p), United Biscuits (5 firm at 312p), Getaway saw its share climb sharply in late trading to 179p, up 9, as nearly 8m shares change hands on market talk that an opening bid will be launched today at 200p a share. Sabarmati added 3 to 227p despite a sizeable downgrade from BT227.

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Norwich Union Asset Management Ltd	
Box 124, Norwich NR1 1JS	0603 6857966
NIA Funds	
Capital Fund	56.7
Capital Market Fund	54.5
Property Fund	51.3
Corporate Fund	52.7
North American Fund	45.4
UK Fund	53.6
Property Fund	70.1
UK Interests Fund	58.2
UK Listed Sec Fund	53.7
UK Bond Fund	52.6
NIA Investment Funds	
Income Fund	61.2
Ordinary Share Fund	60.5
International Fund	53.7
Property Fund	59.3
UK Interests Fund	58.5
UK Listed Sec Fund	55.3
Bond Fund	60.3
NIA (IEF)	
Income Fund	703.9
Ordinary Share Fund	1387.2
Property Fund	641.9
UK Interests Fund	206.8
Bond Fund	227.8
International Fund	135.1
UK Listed Sec Fund	54.4
Continued on next page	

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UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

THE JOURNAL OF CLIMATE

Money Market Trust Funds

Southgate and Finch Money Management Ltd	01-283 6461	12.25	9.40	12.97	94%
CAPFASH 1-day Fund	12.29	9.63	13.02	10.00	95%
CAPFASH 7-day Fund	12.44	9.76	13.20	10.18	96%
The Charities Deposited Fund					
2 Fan Street, London EC2Y 5AQ		01-608 1825			
Deposit	12.60	-	12.21-13.40		
Garbett Money Management Ltd					
61 Queen St, London, EC4R 1PH		01-226 1625			
Call Fund	12.55	9.81	13.15	9.94	95%
7-day Fund	12.70	9.91	13.40	10.04	96%
Dollar	7.87	6.04	8.34	8.92	96%
NOTES —Cross rate to those countries from composite rates of the 1st August rate after deduction of CMT or Equity CAR. Cross equivalent to basic rate (less) (more) compound annual rate for Cr frequency interest credited.					
UNIT TRUST NOTES					
Prices are in pence unless otherwise indicated and these are defined & with no prefix refer to U.S. dollars. Yield % allows for all buying expenses. Prices of certain older insurance linked plans subject to capital gains tax on sale. A distribution free of UK taxes. A Periodic premium insurance plan. A Single premium insurance. A Different insurance plan.					

Bank Accounts

- NICA (E3000) 112.50 9.59 13.37 MB

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4pm prices January 26

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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AMERICA

Self-confidence lifts Dow as volume soars to 212m

Wall Street

A STRONGER-than-expected rise in US durable goods orders during December was shrugged off by the equity market yesterday and modest losses at the opening were turned into another substantial rally by the close, writes *Jane Bush* in New York.

The Dow Jones Industrial Average, which has outperformed other market indices because of heavy buying of blue chip issues, closed 25.18 points higher at 2,261.07.

Volume surged to 212m, the first time more than 200m shares have changed hands in a session since early October 1988.

The Dow briefly traded above 2,300 in afternoon trading before slipping back towards the close.

Durable goods orders rose a seasonally adjusted 6.4 per cent last month compared with forecasts of an increase of less than 1 per cent. Even stripping out defence orders, they rose 5.4 per cent and, taking out transportation orders, they increased by 1.6 per cent.

That news triggered early selling in the US Treasury bond market but the decline was only modest, partly

reflecting a surge in the dollar in currency markets.

By late trading, bond prices were quoted as much as 4 points higher at the long end of the yield curve while the dollar stood near its session highs at 126.30 and at DML4275.

There has been a marked increase in volume on the New York Stock Exchange in recent days with the number of shares changing hands each day rising to around 180m compared with totals of around 120m late last year.

Although other indices such as the Standard & Poor's 500 have not done as well as the Dow, the higher volume is encouraging.

The market's advance on Wednesday was not nearly as convincing as its sharp rise on Tuesday but was fairly positive given weakness in bonds and the dollar.

The focus of the equity market in the late part of this week has been not so much what is going on in other markets or even the economy but rather on its own performance, now that it has reached territory not seen since before the October 1987 stock market crash.

So far, it has seemed very robust but there is some scepticism about whether the market will be able to advance very

easily from these levels.

Today's preliminary estimate of fourth quarter GNP will be one focus for the equity market. The consensus forecast is for growth of 2.4 per cent compared with 2.6 per cent in the third quarter. US financial markets will also start turning their attention to next week's Group of Seven meeting in Washington.

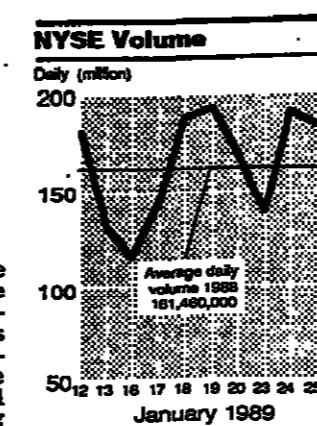
Among featured stocks yesterday was RJR Nabisco which rose 3% to \$95.50 on reports that a \$3bn offering of junk bonds to complete the financing of the deal had been oversubscribed.

A number of stocks weakened because of disappointing results. Textron dropped 2% to \$17.40 after reporting fiscal third quarter earnings at the low end of expectations. AMR dropped 2% to \$7.75 because the company expects a \$2m loss in its latest quarter.

Champion Spark Plug jumped 1% to \$19 in the wake of a \$17.50 a share friendly bid by Dana Corp. Rumours that another suitor may emerge prompted heavy trading.

Stone Container fell 1% to \$33.40 after it announced it would make a cash tender offer for Consolidated-Bathurst.

Among blue chips, IBM was up 2% to \$125.50 and American



Telephone & Telegraph, which announced a loss of \$3.44m in the fourth quarter, added 3% to \$31.

Procter & Gamble, which posted net income in the second quarter of \$1.02 a share compared with \$1.52 a year ago, gained 1% to \$98.50.

Canada

HIGHER gold and oil prices pushed Toronto sharply upwards at midsession. The composite index soared 42.7 to 3,610 on volume of 28.1m shares.

Consolidated-Bathurst jumped 6.7% to C\$64.40 after a bid from Stone Container of C\$24 a share.

The entire forest products sector benefited from the Consolidated-Bathurst takeover offer. Domtar gained C\$4 to C\$16.40 and Macmillan Bloedel advanced C\$2 to C\$20.

EUROPE

Company tidings spark brisk trade

CORPORATE news kept 1988 profits similar to those in European bourses busy yesterday and, while the inevitable profit-taking did set in, selling pressure was not great, writes *Our Markets Staff*.

FRANKFURT succumbed to profit-taking after climbing for two consecutive sessions, although there was still a general reluctance to sell. Corporate news kept trading active, and volumes reached

1 to 541.

Adis bearers fell SF780, or 8.6 per cent, to SF6450, having been as low as SF7520. Inspectorate bearers added just SF25 to SF2,220.

Nestlé bearers edged up SF2 to SF7,340, with the company announcing after the close that 1988 sales rose by 15 per cent.

AMSTERDAM was another bourse to benefit in late trading from the strength of Wall Street. The CAC 40 index gave up 12.30 to 1,667.42 and the OMF 50 index

lost 3.90 to 463.40.

Early sentiment was knocked by worse-than-expected trade figures for December and trading was curtailed by a bourse employees' strike which delayed blue chips dealing for more than an hour.

Bouygues, which announced a 4.4 per cent rise in annual profits on Wednesday — slightly below expectations — fell FF223 to FF753. SCOA was again among the most heavily traded, falling FF13 to FF65.

Elf Aquitaine was one of the stocks to benefit from Wall Street's early performance, ending FF12 lower at FF7443, having been down FF76. Rhone Poulen certificates d'investissement, now trading on the continuous market, rose FF15 to FF75 in active trade.

Karstadt, with a 4.7 per cent

rise in 1988 sales, eased DM3.50 to DM44.50 and Kamhof added 50 pf to DM420, forecasting

5

FINANCIAL TIMES SURVEY



There are stirrings of confidence in Britain's regions as the benefits of sustained growth spread northwards, reports Hazel Duffy. But it is still far from clear that high levels of activity in the South-East will lead to a narrowing of the north-south divide

Boom ripples northwards

MRS THATCHER, the Prime Minister, is chasing an elusive goal. If her policies can close the economic and social gap between Britain's regions, she will have succeeded where governments have failed for the past 100 years.

Certainly, there are definite stirrings of confidence in the regions as the sustained economic growth enjoyed in the south is at last rippling northwards. And if the increasingly buoyant statements by some ministers are an accurate reading, that new regional confidence is justified.

But the facts do not always support the rhetoric. There is a lot of catching up to be done.

All the indicators show that the divide between the north and the south has widened since 1979. The Government's policies on interest rates and sterling hit the north hardest in the early 1980s. It has been the south which has benefited most from the resurgence of growth.

In this uneven distribution of the fruits of Thatcherism, the worst affected areas have been the inner cities where the plight of unemployment has accentuated the social and political division of Britain.

Mrs Thatcher did not set out to make the regions a special



Britain's Regions A TEST FOR THATCHERISM

The provision for regional grants for the next three years is around £250m, which implies continued scaling down of the total amount of assistance as regional development grant is phased out.

The Thatcher Government has also targeted financial assistance and incentives more on the inner cities. Urban development corporations, enterprise zones and urban grants are directed at encouraging the private sector to regenerate derelict acres.

The message, from the regions in the past year, however, has been positive. Unemployment is falling, manufacturing output is going up, the service industry sector is expanding, self-employment is

to emerge, which, over a lengthy period, could benefit the outlying regions. It is the overheating of the South-East economy. Growing traffic congestion, labour skills shortages, and, until recently, soaring house prices, are changing the cost structure to the advantage of the regions outside of the South East.

This change is an underlying factor to help regional recovery, to help other regions catch up with the South-East. It opens up the possibility of

future change, but so far little more than that. This is clear in the unemployment figures.

The rate of unemployment has become a powerful statistic since 1979, and one that is used frequently to take the temperature of the health of the regions. Ministers proudly proclaim the month-by-month fall. But this ignores the fact that, on a more localised basis, male unemployment is still high in parts of the regions, as the maps on pages 4 and 5 show.

Unemployment figures are

one measure - albeit rather inadequate - of the diversity within regions. Unemployment blackspots are balanced by areas which are much more buoyant in all of the regions. Good communications can be seen to be an important factor in identifying the areas of recovery. The east-west M62 corridor and the southern end of the M6 are good examples. They support bids by the regions for accelerated road-building programme, and improved rail links.

CONTENTS

- Regional economies: a top-sided recovery
- Political dimensions: anger of "two nations"
- Regional grants: a more selective approach
- The North: TransPennine route to growth
- N. Ireland: twin targets
- Wales: an east-west divide
- Southern England: pressures of success
- Midlands: internal variations
- Scotland: a speckled picture
- Company relocations: arguments may fall on deaf ears
- Case studies: Midlands, Scotland, Wales
- Transport: South-East will grab the cash
- Development Agencies in the North: a greater sense of teamwork
- Scottish and Welsh agencies: political paths diverge
- Inner Cities: search for uplift
- Property: retail opportunities attract the investors
- Illustration by Ann Chesseaud
- Maps by Bob Hatchison

Total employment in the South East



also that they have been growing faster in the south.

To date, then, market forces have shifted the balance in favour of the south. The core of activity and wealth is London and the South-East, as it has been for at least the last 100 years, and the fastest growing regions have been East Anglia and the South-West. Their proximity to the South-East, and their natural environment unscarred by heavy industry, have been the main factors in making them the regional success stories of the 1980s.

The radius out of London and the South-East is widening a little. The south east of Wales, with good road and rail connections to London, is proving popular. Parts of the east Midlands are seen by business as a good location, and the extensions of the M6 to Birmingham is also making the south Midlands more attractive.

Most of the rest of the country, however, has yet to benefit adequately from the high level of activity in the South-East. Indeed, the buoyancy of the south (although there are pockets of deprivation, notably in inner London) seems destined to be reinforced by its geographic closeness to the Continent and the centre of the European Community, and by the Channel Tunnel.

The pressures in the south pose a planning dilemma for

Continued on page 10

HOW BUSINESS USED TO BE SHAPED IN THE BLACK COUNTRY.

The Black Country of the past was built from hard graft in harsh conditions. The biggest buildings were

the foundries.

Technological progress has given us more leisure and productivity from less effort — and there's no disgrace in that.

As one of the fastest growing revitalised industrial regions, our reconstruction reflects the new mood. Low-rise factories and prestige offices will be balanced by housing and leisure areas — to create a dynamic but humane environment.

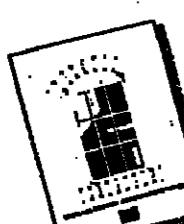
And less than two years from the foundation of the Black Country Development Corporation, the foundations of some striking new developments are already being laid.



THE SHAPE OF THINGS TO COME.

Sandwell Mall, at 120 acres one of the largest mixed retail/leisure/entertainment developments in the UK, is now on schedule for opening during 1992. This proposed development by Speyhawk/Alton has been made possible by a partnership between Sandwell Metropolitan Borough and the Corporation, and is typical of the cheerful spirit of co-operation in the area.

Return the coupon. You'll find your company could be in better shape in the Black Country.



Black Country House, Rounds Green Road, Oldbury, West Midlands B69 2DG. Tel: 021-552 4200. Fax: 021-544 5710.

Please send me the latest news on the reshaping of the Black Country.

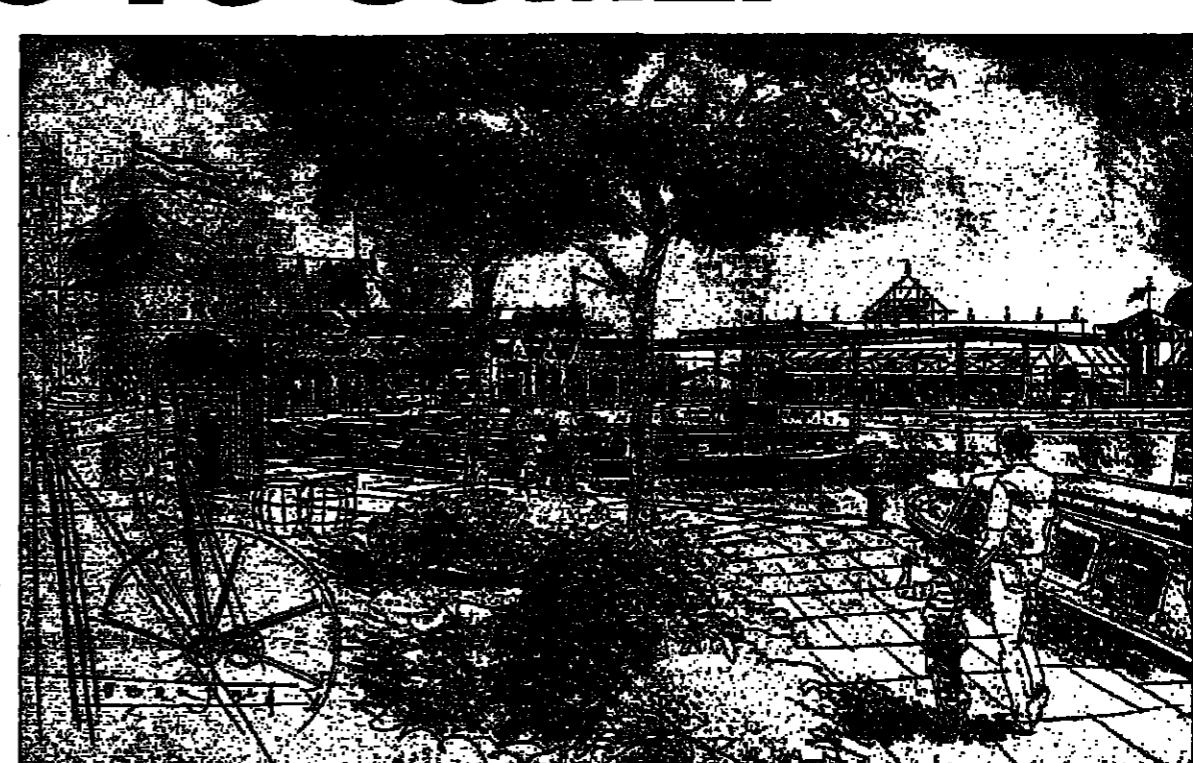
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BRITAIN'S REGIONS 2

Geographical division of wealth has widened in the past 10 years

Lop-sided recovery of 1980s

IN THE debate about Britain's north-south divide, one assertion is beyond doubt - the abundance of anecdotal evidence far outshines the availability of comprehensive economic figures.

From economic statistics it is hard to make more than generalisations about the split of incomes and assets between regions, cities and between rural and urban areas. In contrast, the town hall debate will yield a dozen stories about how much better off individual households have become by moving out of town or from south to north.

A good starting point is regional figures for gross domestic product. These give a guide to the level of activity in an area, reflecting both output and incomes. Latest figures published by the Central Statistical Office map trends in the decade to 1987, showing how regions compare with UK average GDP in each year. The figures are calculated per head, which takes account of the large population differences.

Not surprisingly, Greater London ranked top at 29.4 per cent above average in 1987. Next highest was the Rest of the South East, where GDP was 11.6 per cent higher than the average. Other regions were all below average - giving some impression of the tilt towards the South.

Northern Ireland is at the bottom of the league, at 22.6 per cent below average. One rung up was Wales and then, slightly higher, north England.

Looking back 10 years shows the difference between the extremes has grown; the South East has become more affluent relative to the average, Northern Ireland relatively worse off.

In other areas the story is different and suggests the pattern of a growing north-south divide is not clear cut. In the North, for example, GDP per head relative to the UK showed a slight increase in 1987 following a sharp fall between 1981 and 1986.

The problem with GDP figures is the difficulty in accounting for price differences between regions. If the rate of inflation has varied significantly across the UK, which seems likely given the lop-sided character of economic recovery in the 1980s - the measure will be a less accurate

Region	1977	1981	1987
North	94.3	92.7	92.9
Yorkshire & Humberside	95.1	91.7	92.7
East Midlands	97.2	97.1	95.1
East Anglia	97.4	96.3	96.8
South East	112.2	117.3	118.5
Greater London	122.5	120.0	122.4
Rest of South East	104.1	110.1	111.8
South-West	92.1	93.2	94.0
West Midlands	97.4	96.5	91.5
North West	96.8	94.3	92.8
ENGLAND	101.8	102.1	102.4
WALES	85.9	85.3	82.4
SCOTLAND	97.1	96.3	94.5
NORTHERN IRELAND	79.3	78.2	77.4
<i>* provisional</i>			

Indicator of standards of living.

Probably most distortion is due to the effect of house prices. For existing owners, higher prices boost wealth and, in recent years, has encouraged rapid growth in equity withdrawal, boosting consumer spending. For new buyers, however, higher prices mean bigger mortgages, relative to incomes and therefore less for discretionary spending.

At the same time, intelligent households have been able to take advantage of house price differentials to sell property in a high cost area and buy in a cheaper region, unlocking capital and boosting spending in regions such as north England.

The effect of the variation of house prices is apparent from

cent higher than the national average while middle managers' pay was 11.9 per cent above average. This gave a "quality of life" index factor of 24.2.

At the other end were North England, Scotland and Yorkshire and Humberside with index factors of +17.8, +11.1 and +10.8 respectively. This suggests that when in employment, spending power can be enhanced in these parts of the country.

Part of the reason why house prices can have such a large effect on relative affluence is that pay levels reflect comparatively little variation. Among manual workers, this is particularly striking. The 1988 New Earnings Survey shows that

Probably most distortion (in GDP figures) is due to the effect of house prices

surveys by The Reward Group, the pay and cost of living advice company. It constructs a "quality of life" index which compares the average salary of a middle manager with the cost of living in a region. Salaries and costs are calculated relative to the national average.

The costs assume a household has to buy a house in the region, which means the spread of the results across regions is exaggerated as the house price divide widens over time.

Its latest survey in September showed that at the bottom was Greater London where costs of living were 38.1 per

more or less constant, total incomes per head vary according to the number out of work. In this respect East Anglia and the South-East fare best. However in the late 1980s, with unemployment often falling fastest in the more depressed areas, the North could be catching up.

More localised unemployment figures can be used to give a insight into the split between rural and urban areas. Greater London's unemployment rate of 8.8 per cent in October 1987 compared with an average of 7.7 per cent for the whole of the South-East. In the North West, the region's unemployment rate was 14.0 but in Merseyside it was 18.2 per cent.

This sort of measure, however, gives only a limited impression of relative wealth. They are averages for large regions (the South-East, for instance, has a population of 17.3m) disguising the extremes and variations around regional averages. Part of inner London, for instance, are among the most deprived in Europe.

Recent figures for total wealth including financial assets by region are not readily available. Other guides to relative prosperity may provide a partial insight - for instance figures for the consumption of consumer durables.

Ownership of, say, video recorders is likely to reflect general wealth and confidence about economic prospects as well as incomes. In 1984-85, video recorder ownership varied from 22 per cent of households in Northern Ireland to 32 per cent in the South-East.

Another snapshot of the quality of life comes from a survey conducted by MORI on behalf of the recruitment consultancy Hoggett Bowers and published in December. This showed company directors and executives in the north of England are happier about their life-style than counterparts in the south.

In contrast a survey of business leaders' opinions by Manchester Business School in October showed a majority of chief executives and finance directors in south England regards a significant part of the north as a cultural desert, set in attractive countryside but with a unionised, disruptive workforce.

Ralph Atkins
Economics Staff

PERHAPS more than any other subject, the north-south divide is guaranteed to send pulses racing and temperatures rising at Westminster.

In a place where everything from the fate of donkeys to the future of football can bring MPs to boiling point, the Commons reserves a special passion for the "two nations" issue.

It is, variously, a scandal, a subject for national shame, a cruel manifestation of uncaring Thatcherism or, conversely, an over-simplistic analysis, an entirely false premise, a political chimera employed by desperate critics intent upon deviating the government's economic miracle.

The challenge has not gone unnoticed. Earlier this month, it was announced that Mr Gordon Brown, the shadow Treasury spokesman, is to embark on a tour of the Tory heartlands which the leadership accepts it must at least partially regain if Labour is to avoid its fourth consecutive election defeat.

As for the Tories, for strength in the south read weakness in the north, where support has slowly been eaten away. While in 1988, the cities of Glasgow, Edinburgh, Liverpool, Newcastle, Bradford, Leeds, Manchester, Sheffield and Hull had returned no fewer than 28 Tory MPs, by 1987 the number was down to 25.

Nowhere is the Tory dilemma more clear cut than in Scotland, where its failure to rebuild popularity, combined with Labour's perceived inability to influence events at Westminster, threatens to rekindle a wave of support for the nationalists

POLITICAL DIMENSIONS

The anger of 'two nations'



different to those held in the south.

Those living in the economically less confident half of the country are, understandably, more likely to believe that there should be greater economic equality in society and apparently favour state action to bring it about.

Most Tory MPs continue to reject the notion of any significant geographical divide between the "haves" and the "have nots". They claim that the government's economic policies are working to the benefit of the whole nation and that, quite naturally, those areas with the deepest problems will take longer to reap the benefits.

They point to basic economic indicators like the unemployment rate and emphasise that it is falling in all areas of the country, with some of the sharpest reductions recorded in northern regions.

Labour, together with the other opposition parties, remain totally unconvinced and claim that the government's only achievement has been to deepen the regional divide.

They allege the government has no real regional policy aimed at stimulating investment and economic activity away from the south and claim it is content to concentrate resources in a way which helps consolidate its voting base, leaving the north with little political clout - to look after itself. Market forces, they say, should not be left to render one region prosperous at the expense of another's bankruptcy.

The issue has helped revive the debate on the need to return political power to the regions, accompanied by fresh calls for devolution and the establishment of a network of locally-elected regional assemblies with powers to raise finance and provide over their own economies.

Mrs Thatcher will have none of it. Her government, she argues, was elected to serve all of the United Kingdom and that it will do. Whether it is as united as she supposes will remain a topic for angry debate.

Michael Cassell
Political Correspondent

TEES/SIDE Initiative

TEES/SIDE DEVELOPMENT CORPORATION

Within a few months of becoming operational Teesside Development Corporation has acted as the catalyst to speed and implement a host of new initiatives, initiatives that will enhance the industrial, business, social and cultural environment of Teesside. Initiatives in which powerful partners from the private sector are already participating. Initiatives which still offer outstanding development and investment opportunities. Among them -

At Hartlepool - the most important water-based leisure and living attraction on the North East Coast

Tees Offshore Base - a world centre of excellence in subseabed technology to exploit deep-sea mineral resources LAUNCHED

Teesside Park - a new venture at the old Stockton racecourse, an £80 million retail, leisure, sports and conference centre LAUNCHED

Teessdale - an investment of over £110 million in a high quality urban mix of first class offices, residential areas and shops, in a landscaped setting LAUNCHED

Britannia Part Enterprise Zone - one of Teesside's two EZ's, now being enhanced with new factories and infrastructure LAUNCHED

The European Chemical Centre - creating the finest concentration of chemical businesses in the world LAUNCHED

Middlehaven - a redevelopment of Middlesbrough Docks to create a high quality residential, business and leisure centre LAUNCHED

Langbaugh Motor Sport Park - an exciting road and track based facility for a variety of two- and four-wheeled sports LAUNCHED

Teesside International Nature Reserve - opening up and expanding an existing world stature estuarine wildlife sanctuary LAUNCHED

Tees walkway and weir - providing pleasant access to a tide-free river frontage LAUNCHED

'We are setting out once again to be ahead of our time..'

BRITAIN'S REGIONS 3

Emphasis is on inner cities, enterprise and inward investment

Grants are more selective

MRS THATCHER'S desire for intervention in the economy has resulted in the steady erosion of a Government policy, dating back to the 1980s, aimed at stimulating investment in the regions.

Critics calculate that regional assistance has been cut by around half since 1985.

The emphasis has shifted towards greater selectivity. There are also several other strands to the policy. The plight of the inner cities, which has been accentuated by the contraction in manufacturing employment and the continuing moves by industry out of urban areas, has moved up the political agenda.

Lord Young, Secretary of State for Trade and Industry, the department with responsibility for regional policy, has put more emphasis on stimulating the formation of small businesses in the regions and is encouraging the expansion of existing small to medium-sized companies.

Over the next few years, regional policy in the UK will be increasingly influenced by the European Community. The European Commission is determined that it should have a genuine European policy on the regions in the Community, rather than acting on the policies of individual governments.

Brussels is concerned that the disadvantaged regions, often on the perimeter of the Community, should not suffer as a result of the completion of a single European market. Without more support, the benefit will drift to the central geographical core of the Community.

While Lord Young pursues the policy of fostering enterprise, he is as anxious as his predecessors to make sure that Britain attracts overseas investment. The importance of inward investment to the economy of the regions is demonstrated by Nissan, which is spending £300m on the first phase of the car plant in the Sunderland area of north east England. When completed, the investment will directly bring over 2,000 jobs. But it is also the means to boost management skills in the region, and create many more jobs in the components industry. The first phase will receive over £100m of Government grants.

Mr Peter Walker is similarly enthused with the impact of Japanese investment on the

economy in Wales. More recently, he praised the decision by Ford to locate its £725m automotive engine plant at Bridgend. Inward investment is equally vigorously competed for elsewhere in the UK. Many factors weigh in a company's decision on where to locate a new plant. Relative cheap labour in the UK, for instance, is an important consideration for West German automobile component makers. Several West German automobile component makers have set up recently in the UK.

Most companies are also looking for government financial assistance. Northern Ireland can offer the highest grants in the UK - up to 50 per cent of the capital cost of new plant is available. Elsewhere, it is most likely now to be between 10 and 20 per cent (the Nissan package included regional development grants, which are no longer available in Britain).

The grants regime started to tighten up in 1984. Job creation was made the priority - calling a halt to the situation where capital intensive manufacturers had been getting substantial assistance towards plants which had frequently resulted in fewer jobs - and

assistance became more selective. This is now the only form of help extended to companies, which must prove that their planned projects would not take place if they were not assisted.

Government assistance in its various forms has been exceeding 250m a year and in the early 1980s was considerably higher. But, as payments of the automatic type of grant are phased out, it would be surprising if this figure did not fall despite assurances by the Government that "regional spending will be maintained". Businessmen say that it is more difficult to get financial help, but ministers maintain that finance is available for worthy projects.

In the inner cities, incentives are increasingly targeted on

encouraging developers to move into rundown urban areas. The main instrument in England is City Grant. Scotland, Wales and Northern Ireland have a slightly different system. The grant is calculated at a level to bridge the gap between the cost of a development and its value. Public finance is normally agreed at between one fifth and one quarter of the total cost, although this can be

higher if the project is to be undertaken on a very difficult site. Housing, industrial and commercial developments are going ahead with City Grant. Big sites might well involve a mixed development.

Urban development corporations (UDCs) have proliferated from the original two in London Docklands and Merseyside. They now cover large areas of Manchester, Teesside, the Black Country, land on the banks of the Rivers Tyne and Wear, and Cardiff Bay. Plans to set up a development corporation in Belfast are proceeding. Smaller areas have been assigned in Sheffield, Leeds, and shortly Bristol. It all adds up to UDCs being a major part of the Government's urban policy.

The corporations have the power to acquire land and prepare sites for sale. They are also the planning authority (except in Cardiff Bay). As a means to accelerate development in run-down areas, it has worked well in London Docklands and to a lesser extent, on Merseyside. In other areas, it is too early to reach a verdict. But London Docklands, by its very success, is producing problems. Substantial improvements in communications will have to be funded, part publicly, by the developers. Increasingly, the Corporation is being drawn into playing a social role in the area.

Enterprise zones, some of

them in the UDC areas, are the only locations where tax benefits are available to investors. Rates holidays are the other main incentive. Most of the zones around the country are moving in to the second half of their 10 year lives, reducing their attractions to investors. The final verdict on the contribution of enterprise zones to urban renewal will probably be positive. Nevertheless, the Government has decided not to extend what was introduced as an experiment.

There are two exceptions. An enterprise zone has been set up in Inverclyde in Scotland, where the shipyard owned by Trafalgar House has been mothballed. In Sunderland, Mr Tony Newton, Trade and Industry minister, won permission late last year for an enterprise zone to be designated in the wake of the closure of North East Shipbuilders.

Loans may be available.

Specialist grants are available for promoting tourism, and the European Community has funds to assist investment in the marketing and processing of agricultural products. There are a host of other grants available to companies, but Blinder Hamlyn Regional Development, which publishes Government Help for your Business, names the above as most likely to make useful sums of money available.

Hazel Duffy

HD

What's available

European Social Fund

Financial assistance to support the cost of vocational training and job creation schemes. The Fund publishes management guidelines each year under which assistance is directed towards certain priority training schemes linked to particular groups, for instance, long-term unemployed.

Regional Selective Assistance
A grant (on very rare occasions a soft loan) related to industrial and commercial projects which bring an identifiable regional and national benefit and create or safeguard employment in the assisted areas. Grants are normally related to the fixed capital costs of a project and to the number of jobs created, normally within three years of its start. It must be shown that the project would not take place on the basis proposed without assistance.

Hazel Duffy

HD

HOUSING

Gap narrows very little

THE HOUSE PRICE DIVIDE		
Region	Average price	Annual % rise 1988
Greater London	£36,618	22.3
South East	£20,477	32.4
East Anglia	£23,063	47.4
South West	£23,715	48.3
East Midlands	£25,278	33.9
West Midlands	£20,004	50.4
Yorkshire & Humberside	£17,524	27.4
North West	£24,119	27
Scotland	£28,103	18.5
Wales	£23,757	14.3
Northern Ireland	£24,252	48.3
	£24,385	7.8

Source: Halifax Building Society

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BRITAIN'S REGIONS 4

TransPennine route to northern growth

THE NORTH is redefining itself. This month a new organisation called TransPennine launched an action plan for 1989, appointed its first officers and announced a seminar at Bradford University in May to work out how the North can promote itself with one voice.

The chairman is Mr Justin Kornberg, the head of Lister, the Bradford textile company. TransPennine was his idea. He used to call it the M62 Club. He defines TransPennine as a new region running from Liverpool to Hull along the M62 and taking in all major conurbations within 25 miles on either side.

Mr Chris Haskins, the chairman of Northern Foods, is its vice-chairman. Mr David Fletcher, a former Manchester Polytechnic lecturer who now chairs Pennine Heritage, has been appointed executive director.

The headquarters are in Hebden Bridge, in the middle of the Pennines in West Yorkshire, a few miles from the county border with Greater Manchester. There is also heavyweight support from the private sector, including Barclays, Grand Metropolitan, Laporte, Nabisco, NatWest, Pilkington, RHM, Rowntree, the Royal Bank of Scotland, Tesco, TUI, Unigate, Unilever, and Yorkshire Bank.

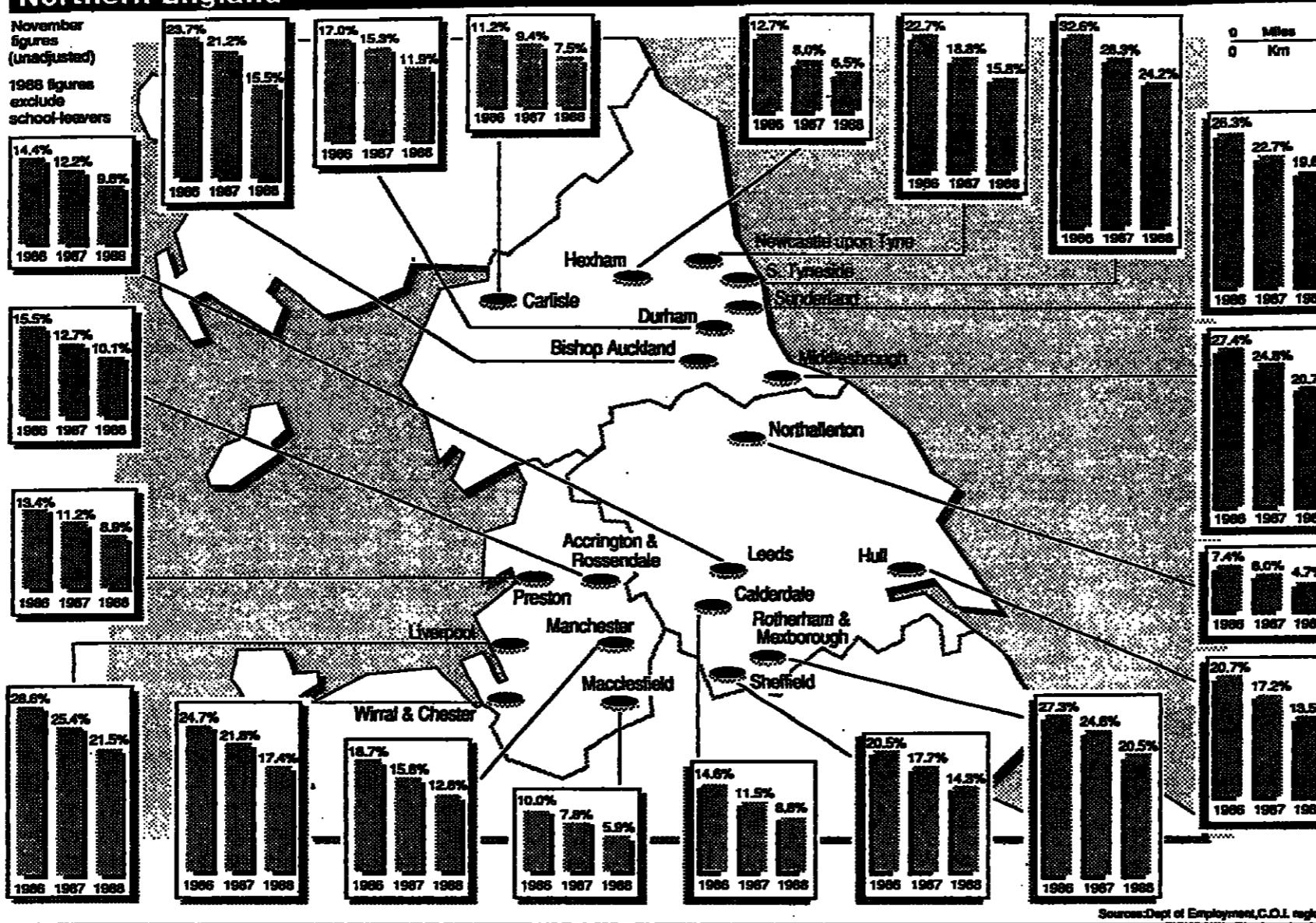
Less than 20 years ago, few believed that a road could make so much difference, but it has. The M62 established an all-weather road across the Pennines for the first time, firmly linking the fundamentally strong economies of Greater Manchester and West Yorkshire and putting their regional capital cities, Manchester and Leeds, now only 40 minutes from each other.

Each city has witnessed a marked growth in its professional and financial services in the past few years, with thousands of new jobs created. This is a sign of something afoot: banks, merchant banks, venture capital funds, accountancy practices, entrepreneurial solicitors and associated activities do not appear unless there is a market to service.

A major geographical boundary - the Pennines themselves - has been all but eliminated. Yet the fact that the Pennines are still a boundary for administrative and statistical purposes means that the figures by which we analyse what is going on in the northern economy no longer truly reflect what is happening and why.

A closer look shows that British economic recovery has not been rippling north and west in an even fashion. There is substantial restructuring of local economies, but across traditional boundaries. The effect is to make the overall position in parts of the north look better than it really is.

Northern England

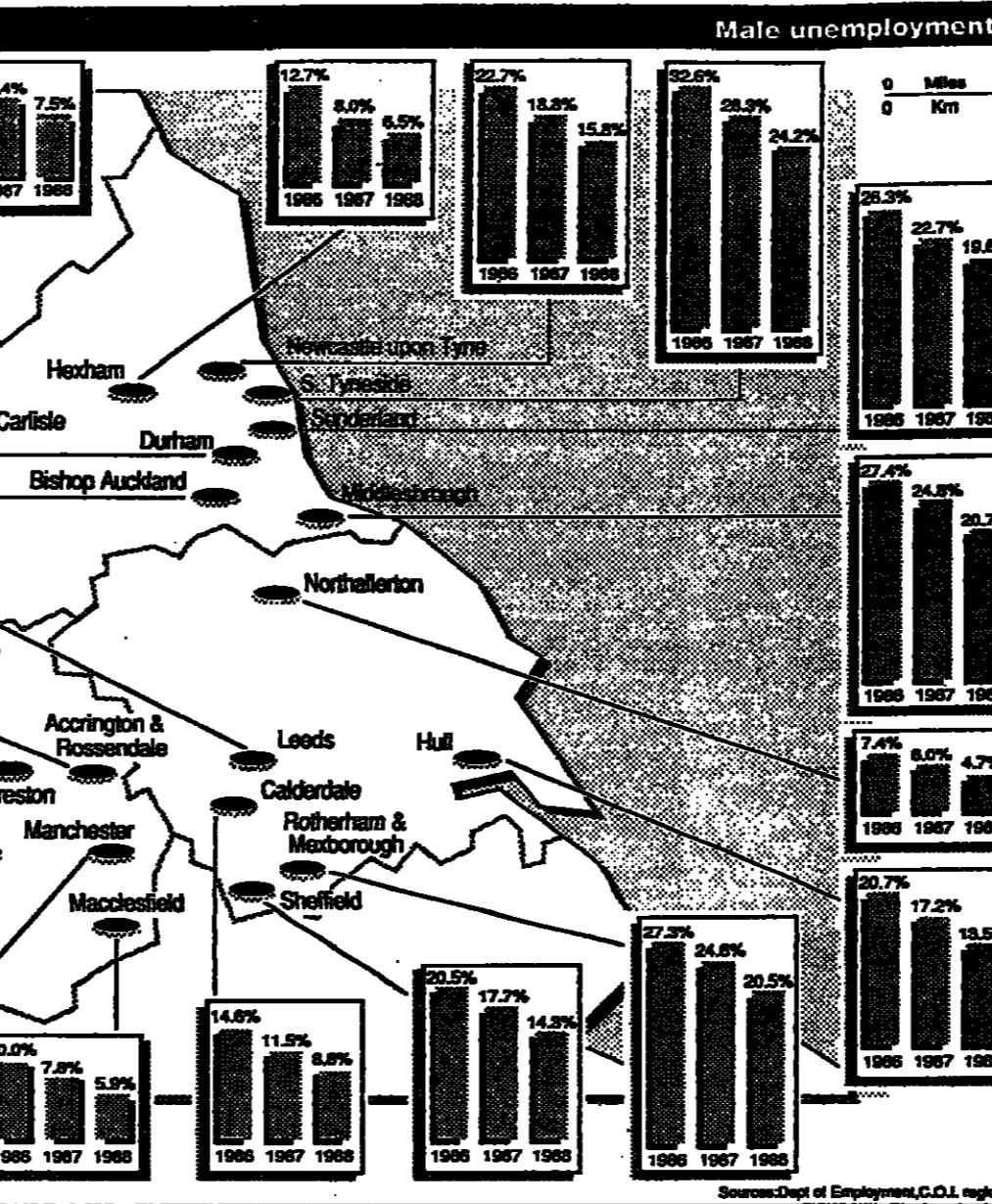


The Government divided the north into three economic regions - the North-West, Yorkshire and Humberside, and the "standard North," which consists of the North-East and Cumbria, although, confusingly, the Manchester offices of at least two Government departments claim Cumbria as theirs.

That aside, the three regions house nearly 15m people, with the North-West the biggest - home for more than 6.5m - and Yorkshire and Humberside containing nearly 5m others.

Two of the great engines of the UK economy are there. The North-West produces 11 per cent of Gross Domestic Product and Yorkshire and Humberside

Male unemployment



9 per cent. The "standard North," which contributes only 5 per cent, is the least able to stand on its own feet.

As a new region, TransPennine would therefore account for one-fifth of the UK economy, making it twice as big economically as the whole of Greece. More importantly, it would help pull together even more strongly the two hearts of the re-emergent north - Greater Manchester and West Yorkshire.

Research in the North-West of the great engines of the UK economy are there. The North-West produces 11 per cent of Gross Domestic Product and Yorkshire and Humberside

turning over up to £7m a year and making around £750,000 in pre-tax profits.

The number of quoted companies in the area - according to Henry Cooke, the Manchester-based financial services group, there are 215 based in Greater Manchester's hinterland - is further support for Sir I's hypothesis of business formation, company development and economic growth: flotation is one way that entrepreneurs past and present can realise their growing capital.

According to the Huddersfield-based BWD financial services group, the Yorkshire and Humberside region houses the registered offices of 126 quoted companies. West Yorkshire has

51 of them, compared with 28 in South Yorkshire, 15 in North Yorkshire and 12 in Humberside. Excluding North Yorkshire, which is a special case because of its sparse population, South Yorkshire and Humberside prove the point.

Their economies have been based narrowly on industries such as coal and steel, or fishing and ship repair, or dominated by large employers or capital intensive industries such as chemicals, where few workers are needed and entrepreneurial skills are not required among most of them.

The North-East adds more weight to the argument. Again coal, steel and chemicals have been big employers, along with

shipbuilding and heavy engineering. There are only 29 quoted companies headquartered there. On Teesside the figure is two.

The proliferation of locally-based venture capital funds - there are 14 in Yorkshire, mainly in Leeds, compared with only one six years ago - shows where the financial services industry thinks most future flotation and the best

things are going to be.

The picture thus emerging is of an increasingly prosperous inner core straddling the Pennines along the M62, while the more narrowly-based economies of Merseyside, Humberside, South Yorkshire, Teesside and Tyneside all lag behind.

This is not to say that things are not considerably better than they were in these places.

All of their retailers had a very happy trading Christmas.

Mortgage rate rises are hardly a factor when housing prices are minuscule in southern terms of world trade, or both as in Liverpool docks.

Male unemployment in the Liverpool travel-to-work area in the November statistics was 21.5 per cent. The second-worst rate in the North-West was the rest of Merseyside, disguised as Wirral and Chester, where the figure was 17.4 per cent. The comparable figure for the larger Manchester area was 12.8 per cent.

Rotherham and Mexborough, hit by coal and steel closures, had Yorkshire and Humberside's worst male rate of 20.5 per cent. The neighbouring South Yorkshire areas of Barnsley and Doncaster were at 18.3 and 17.6 per cent respectively.

West Yorkshire travel-to-work areas were substantially better, with percentage rates of 8.8 in Calderdale (Galt) and 8.2 in Huddersfield and 11.7 in Bradford. The figures were 18.8 per cent in both Hull and Grimsby, but down to 12.2 per cent in Scunthorpe, where massive effort has been concentrated into offsetting steel closures.

The contrast is with places in North Yorkshire like Harrogate (4.9), Northallerton (4.7) and Skipton (6.5).

A similar pattern in the "standard North" shows Sunderland with 15.8 per cent male unemployment before the closure of its last remaining shipyards last month. Only the highly attractive Northumberland market towns of Hexham and Berwick-upon-Tweed had rates in single figures. Hartlepool and Middlesbrough were both over 20 per cent.

People are voting with their feet. Merseyside lost 2.1 per cent of its population in 1986-87 and 2.3 per cent in 1987-88, a loss of nearly 11,000 people a year. Only 8.2 per cent of the change was due to natural causes.

In Cheshire, in contrast, only in Ellesmere Port and Neston, the area bordering Merseyside, did the population fall in the latter three-year period. Most of Greater Manchester's outer boroughs are now showing gains.

In West Yorkshire, the population of Calderdale, home of fast-growing companies like the Spring Ram home improvements group and the driving Dean Clough Industrial Park, which was converted from an sq ft of redundant carpet mill, creating more than 2,000 jobs in expanding companies - population rose by 1.3 per cent while unemployment fell rapidly.

This is the pattern in the North - an emergent divide between the TransPennine centre and a horseshoe-shaped periphery arching from Liverpool to Hull via Tyneside and Teesside.

People are voting with their feet. Merseyside lost 2.1 per cent of its population in 1986-87 and 2.3 per cent in 1987-88, a loss of nearly 11,000 people a year. Only 8.2 per cent of the change was due to natural causes.

These look a reasonable improvement over recent years, but they are misleading because they include very low rates of unemployment among women. Not only are these likely to be an imprecise record of female unemployment - the rules do not allow many married women to register - but in many places with high male unemployment the low rates among women reflect substantial part-time feminisation of the workforce in sectors such as retail services or light manufacturing.

Male unemployment rates measure the success of restructuring where thousands of men's jobs have been lost to recession or redundancy in old industries because of technology - as in, say, steel or glass-making - or changing patterns.

Ian Hamilton Fahey

N.Ireland's twin targets

OFFICIAL Government figures show that people in Northern Ireland are as concerned about unemployment as they are about terrorism.

Statistics released by the Policy Planning and Research Unit (PPRU) in Belfast last month support the view that the community regards the battle for jobs and prosperity as important as security initiatives or efforts to make political progress.

Genuine concern over the future of two of the province's biggest employers, Harland and Wolff, the Belfast shipbuilder, and Short Brothers, the aircraft and missiles manufacturer, led to a massive restructure recently in Belfast.

The Government insists that privatisation offers the best long-term hope for the future but the view is not shared by the 11,000 employees of the two companies. Privatisation has produced talk of British "economic withdrawal", an allegation denied by the Government which has maintained a high level of public spending in the province.

Public expenditure amounts to around 70 per cent of the province's Gross Domestic Product and more than 40 per cent of employment. While present levels of spending are likely to continue, the Government has made it clear that Northern Ireland will not be set apart from general economic policy.

A banking "task force", set up under the auspices of the Government's Pathfinder initiative aimed at building a stronger economy, has investigated ways in which public funds may be "crowding out" the private sector.

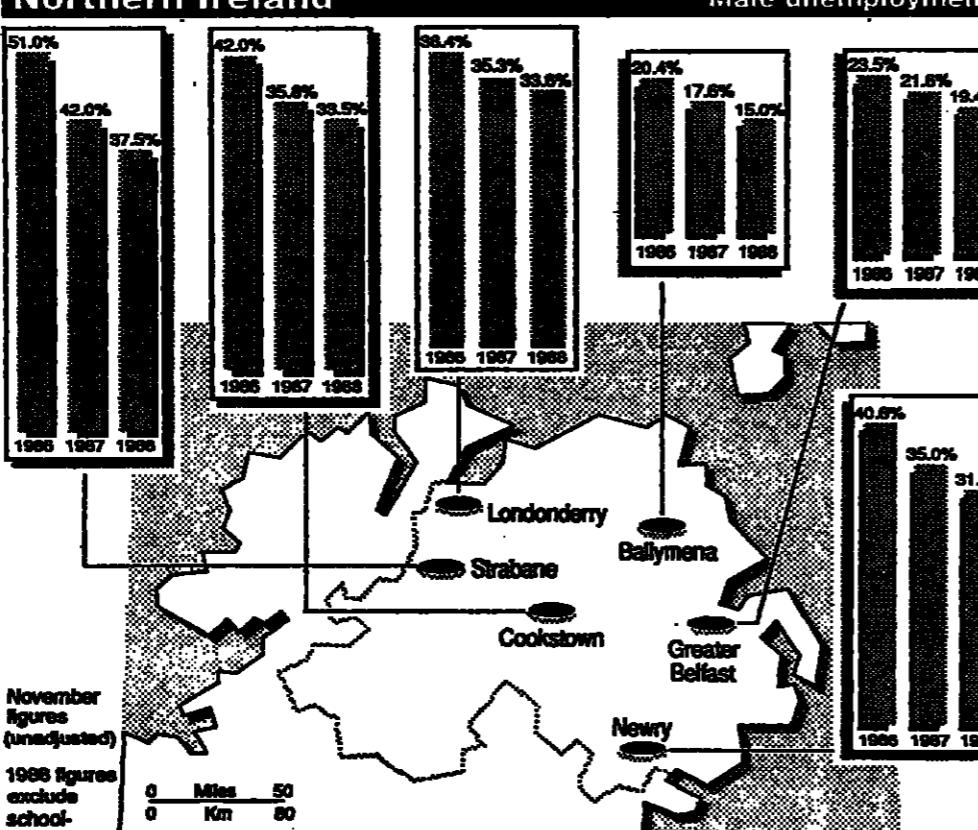
While many private sector projects are heavily dependent on Government assistance, the long-term objective is to encourage higher levels of private investment.

Two recent investments, which will create hundreds of jobs in unemployment black-spots, suggest that Northern Ireland has a lot to offer potential business customers.

Montupet, the French car components company, is creating 1,000 manufacturing jobs in a £20m investment at the former John De Lorean car plant in west Belfast, and South Korea's Daewoo Electronics group is creating another 500 jobs in an £18m video recorder factory at Antrim.

Both projects were secured with the help of substantial Government finance and

Northern Ireland



wholesale suggested the province was poised to reap the benefit of higher levels of investment and a higher level of new jobs than before.

But in spite of Government optimism about investment, economic surveys have not been encouraging. A report published by the Northern Ireland Economic Research Centre this month suggests that the province's economy will grow slower than the national average and unemployment will rise to 19 per cent. Unlike other regions, Northern Ireland's population will continue to rise, the report said.

Belfast city centre was bustling during December and some High Street retailers were reporting higher than average takings in the post-Christmas sales. A leading Belfast estate agent said recently that some Ulster people who had moved to Britain in search of higher living standards had returned because "they realised they had a better chance of a higher living standard at home."

By Our Belfast Correspondent

GIVEN ITS position on the "wrong" side of the Humber- Severn line, there has been remarkable optimism, bordering in some circles on euphoria, over the economic prospects for Wales.

The Secretary of State for Wales, the development agencies and employers' organisations talk enthusiastically of an economy "on the move". Even Cambridge Econometrics, in its recent survey of regional prospects, concluded that, of the peripheral regions, Wales is the one likely to fare best over the next decade.

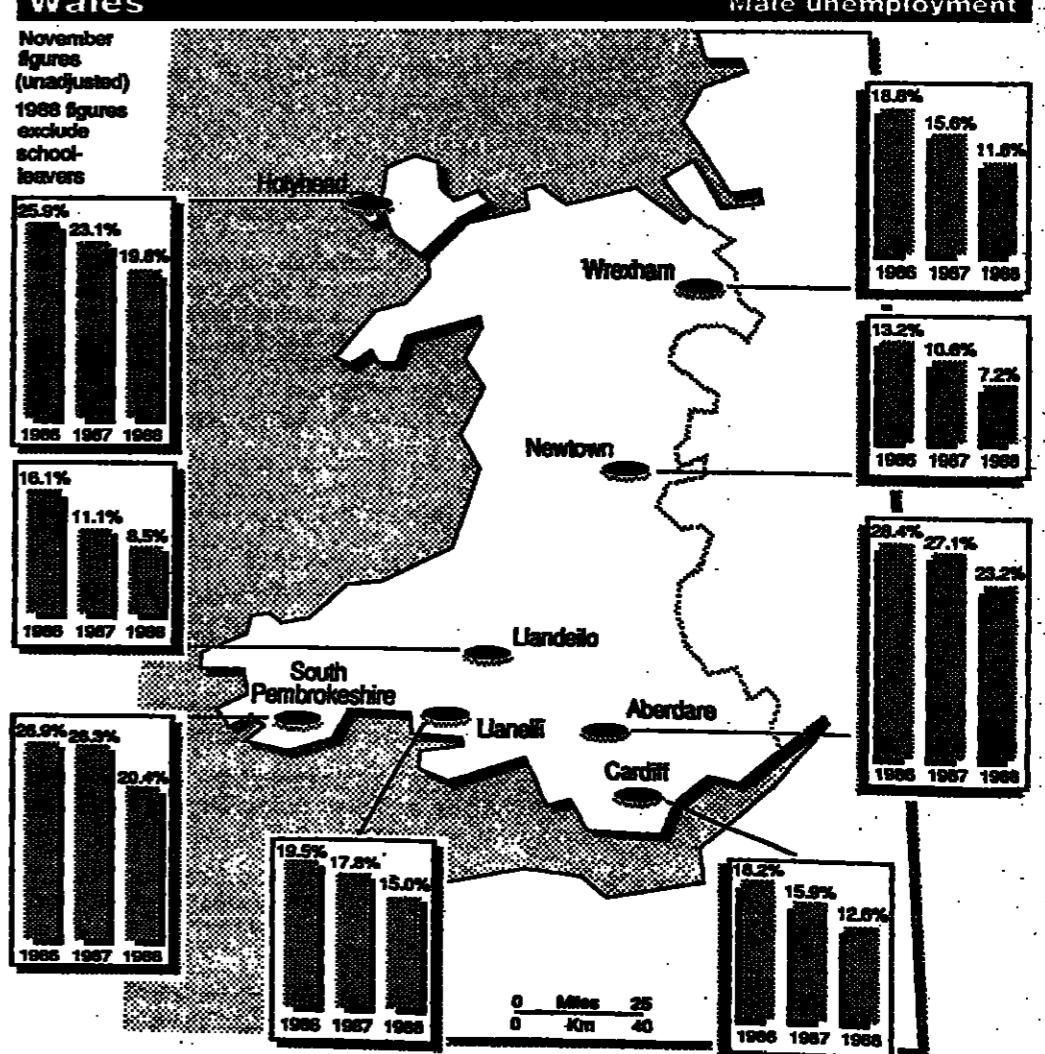
It is not difficult to find reasons for this optimism. Manufacturing output has grown by 15 per cent since 1982; construction activity, a leading indicator, has increased by 30 per cent in the past two years; and unemployment, which exceeded 17 per cent in 1986 currently stands at 9.8 per cent. But the improvements are patchy. On closer examination the recovery appears uneven and fragile.

The most encouraging feature of the decade has been the persistent growth of manufacturing. Electrical engineering has done particularly well, output having expanded by 30 per cent since 1982. This partly reflects Wales' remarkable success in attracting Japanese and other foreign companies which are well represented in this sector, and partly a strong and indigenous presence in the form of the AB Electronic Products Group.

The electronics industry, however, illustrates clearly the geographical unevenness of growth: a high concentration of new developments is within a few miles of the eastern half of Wales' section of the M4. Indeed, growth performance generally seems to decline along an east-west gradient in south, north and mid-Wales. Proximity to Offa's Dyke and to major lines of communication to neighbouring English centres of population are major characteristics of the more successful areas.

The most successful sub-region is the 40-mile coastal strip centred on Cardiff which includes South Glamorgan, south-east Gwent and the southern edge of Mid Glamorgan. Here, Intermediate Area status and proximity to London have proved a big attraction. Major construction projects being mooted, like the second Severn bridge, the Cardiff docks redevelopment and the Severn barrage could

Wales



AN OPTIMISTIC view of the problems of overdevelopment in the south-east of England was taken by Mr Nicholas Ridley, the Environment Secretary, when he addressed the National Housing and Town Planning Conference recently.

He said that as a result of the steep rise in house prices in the South-East, people and companies were now beginning to leave the region and move back to the north and other areas where house prices are lower.

What is important is that these movements are voluntary", he declared. "The Government is not in the business of ordering firms where to locate and people where to live."

But despite this view of events, the controversy over overcrowding and building pressures in the South-East is likely to be with us well into the next century. Mr Ridley's critics, including environmentalists, planners and even some MPs in his own party, believe that Mr Ridley, a leading exponent of the free market, has down-graded the concept of regional planning and is allowing piecemeal development in the countryside and small towns and villages.

The problems in the South-East have been exacerbated by the rapid economic growth of recent years which has attracted financial services and high-tech industries particularly along the M4 corridor in Berkshire.

The demand for new housing – and consequent pressure on the available land – has been compounded by social factors such as the growth in the number of one-parent households.

There are also the pressures that will result from major developments such as the

Channel Tunnel and its effect on Kent and the expansion of Stansted airport in Essex.

In addition Mr Ridley is having to deal with a spate of new proposals for large out-of-town shopping centres. Currently he is considering planning appeals from developers for a series of such shopping centres in the green belt adjoining the M25 London orbital motorway.

Another controversy involves proposals for the construction of several new "country towns" which are currently in the planning pipeline. These schemes, being promoted by big groups such as Quinton Developments, would result in self-contained settlements of several thousand houses on rural sites. The developers would build and finance much of the infrastructure.

The advances of country towns are that they are a better alternative to the haphazard development that has met such strong opposition from local residents in the countryside. Although there is undoubtedly some migration from the South-East recent figures suggest that this will not result in a net fall in population in the region. A study by Cambridge Econometrics and the Northern Ireland Economic Research Centre concluded that persistent unemployment differentials will continue to cause strong migration from north to south of about 70,000 people of working age by the year 2,000.

A continued need for increased housing is also foreseen by SERPLAN (The London and South East Regional Planning Conference) which

Southern England

November figures (unadjusted) 1985 1986 1987 1988

11.2%	8.3%	5.5%	5.5%
7.5%	5.5%	3.7%	3.7%
11.5%	9.2%	6.1%	6.1%

1988 figures exclude school-leavers

1985 1986 1987 1988

22.7%	22.5%	18.8%	18.8%
5.5%	4.2%	2.5%	2.5%

1985 1986 1987 1988

22.2%	25.3%	20.2%	20.2%
22.2%	21.7%	14.7%	14.7%

1985 1986 1987 1988

5.5%	4.2%	2.5%	2.5%
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1985 1986 1987

BRITAIN'S REGIONS 6

Minister's relocation argument may fall on deaf ears

South East companies aim to expand within the region

HIGH TECHNOLOGY companies of the South East, operating in areas of growing importance to the national economy have no desire to move out of the region. Rather, they are seeking extra space within it.

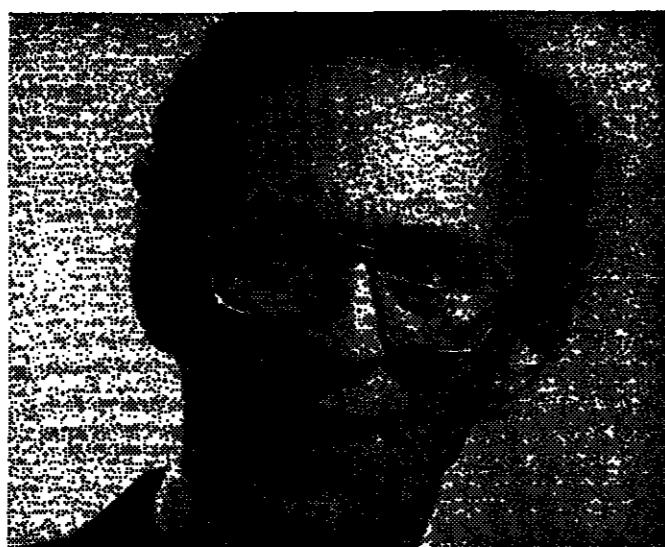
These conclusions, shortly to be published, have been reached after analysis of the findings in a survey of more than 100 companies employing nationally 200,000 people carried out by Jones Lang Wootton, chartered surveyors.

They tend to counteract the notion, expressed as a hope in Government statements, that growing congestion in the South East will force companies to seek alternative locations and hence redress the regional economic imbalance.

This hope was expressed in January by Mr Malcolm Rifkind, the Scottish Secretary, when it was announced that the Department of Social Security intends to push jobs out from London to the regions.

"At a time when costs in the south east of England are escalating, when congestion is increasing, it surely makes sense to move to Scotland. Relocation does not only make sound sense in economic terms but also helps to balance employment opportunities throughout the country and beyond that to demonstrate the political unity of the kingdom," he said.

But the conclusions in the JLW survey in fact downgrade this argument. The northern parts of the country are not automatically a more attractive corporate location for companies already established in



Malcolm Rifkind, Scottish Secretary: "Relocation makes sense"

the South-East. Indeed, JLW found that concern about the cost of accommodation was a factor of major importance for only 20 per cent of the companies it surveyed.

However, the bleakness of the conclusions — for those seeking to draw high technology companies into the Midlands and northwards — can be qualified.

JLW carried out its survey in the first half of 1988 among chemical, pharmaceutical, computer, electronic scientific, aerospace and defence companies. Then, arguably, economic confidence was at a higher level than it is now. At times of high economic confidence,

accommodation costs are treated as a lower priority than in periods of more uncertain outlook.

Again, the picture may be shaded when results of interviews with a further 130 companies are fed into the analysis.

Further, the intensity of debate about the deterioration of the environment in the South East, relative to that of other parts of the UK, has sharpened over the past year. This may have had some effect on corporate perceptions of the ideal location.

Such changes would tend not to be translated quickly into business plans and the existing demands of the surveyed companies for extra space almost exclusively directed towards not just the South-East, but a relatively small part of it.

"Over half of occupiers have specific space requirements totalling 4.5m square feet of mainly office space. Approximately one third of demand is for headquarters space and 75 per cent of the 4.5m square feet is for units of 100,000 square feet or more," JLW found.

But overwhelmingly these office requirements were for Greater London and the arc of counties to the West, or for districts which were close to existing operations. There was, in short, a clear preference for the status quo. There was little inclination to move even east of London and only one company was looking for space

outside the South-East. These findings are a sobering reminder that much of the early talk about relocation reflects an aspiration on the part of those who would like to generate movement rather than an analysis of what is actually taking place. Indeed, other research undertaken by JLW has shown that when companies decentralise from central London, they tend not to move very far.

Growing internationalisation of business has meant that companies place great store on the nearby presence of an international airport. Hence, the importance of Heathrow in inducing companies to settle on the western side of London. They place great store on car-parking facilities, although, in fact, these can probably be better provided the further away from London they move.

But the survey shows that, outside the South-East, there would be problems about recruiting suitable personnel and problems about retaining staff. "Disturbing the workforce acts as a deterrent to relocation," JLW quotes one executive as saying.

What all of this appears to be saying is that the South-East's problems of economic growth in a confined geographical area are not yet so acute as to cause the companies in the survey radically to change their property needs. They may want more car-parking or better air conditioning or glitzier premises, but they want them where they are now and not somewhere else.

If this is true, then it seems likely that the Government's desire to foster more even regional growth will not be spearheaded by the established private sector, short of expansion beyond present dreams. Assembly and manufacturing plants may be scattered over the country but those in control will remain in the South-East.

Nor will it necessarily be spearheaded by the public sector. The Government itself may shift some of its administrative functions to the regions. Indeed the Property Services Agency is in the market looking for space. But the Government, in maintaining its departmental head offices in London, behaves just like the private sector companies canvassed in the JLW survey.

Paul Cheshire

FOR W A Turner the decision to open a further plant outside the South-East was a matter of necessity. It simply did not have the room to expand on its current site in Tunbridge Wells and, even if it could have found the land, it would have faced severe difficulties finding workers for any expansion.

"The number of jobless around Tunbridge Wells is about 2.3 per cent," says Mr Howard Blakebrough, Turner's managing director. "The reality is there is no unemployment. It is terribly difficult to find workers for any expansion scheme here."

Turner therefore looked north, out of the tight labour market in the South-East. Other requirements were to be near a motorway network for easy distribution of its products, and able to receive the maximum grants available. That meant not just an assisted area but also, if possible, to an enterprise zone within one.

The company dismissed the North East, Scotland and Northern Ireland because of the nature of its distribution needs. Turner makes pies, sausages and meat-based ready-made meals, most of which are own-label items sold by the big chains under their

own trade names. Half its output is chilled foodstuffs and the rest frozen. Distribution is therefore crucial and Mr Blakebrough said the company considered these three areas would take it too far from its main markets.

"North of the M22 motorway did not really make sense for us," he says. "Corby would actually have been ideal. It is

tact had been made. They returned to see if they could offer further assistance."

Flint had one other plus factor: the Welsh Development Agency. Mr Blakebrough says the agency "did a very good job." It was the initial contact point and subsequently opened doors "to people who mattered." The agency "told the wheels. It did not sell an area

It was a straight fight between Scunthorpe and Flint ... Flint had one other plus factor: the Welsh Development Agency

It left us to make up our mind but it knew when to come in and when to stand back."

For Turner the move north offers important opportunities.

The company is part of the Pitch Lovell group and has been in Tunbridge Wells since 1971. It was set up over a century ago, in 1852 in Suffolk and for years was a small East Anglian pie and sausage manufacturer.

Both had good labour forces

and good representatives. The local enterprise agencies in both were attuned to our needs and, most important, they did not leave us after the first con-

ference.

Since the move to Tunbridge Wells, Turner has expanded its product range and selling area so that it now covers the country. Its current turnover is more than £5m, with a staff of 500.

As a result of opening a plant in Flint, Turner will transfer production of ready-made meals to north Wales. Growing demand for these products means it eventually expects to employ 400 in a 40,000 sq ft plant.

This will not mean labour cutbacks in Tunbridge Wells according to Mr Blakebrough because expanding production in the products left behind will absorb the workers previously employed on the ready-made meals line.

Flint has one extra attraction. Turner has bought a six-acre site, though it will need only half that in the immediate future. The other three acres are for future expansion. Turner is that confident of the future.

Turner is moving north is therefore not just a way of getting over physical constraints in the South-East. It is also about expansion — now and, it hopes, in the future.

Anthony Morton

RELOCATION: WALES

Tasty deal for meat pies

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geographically, near the centre of England. But Corby has been really successful and looking ahead five years we detected the makings of the same problems we face now in Tunbridge Wells.

Turner and parts of south Wales were among those considered and discarded early on and eventually the decision came down to a straight fight between Scunthorpe and Flint.

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Now Zonal carries out the capital intensive chemical operation of coating the tape at Redhill plant, then transports the tape to Invergordon.

Mr Heise considered several possible regions for relocation, looking at Wales, the West Midlands, and the North-East and North-West of England. Then a neighbour near his holiday cottage near Inverness suggested that he talk to the Highlands and Islands Development Board about moving to the Highlands.

"What I liked about them was that they didn't do the hard sell," says Mr Heise. "They suggested I went to look for myself and made up my own mind. Without any of the flip charts the others used, they were actually more positive."

Zonal set up its plant in the Enterprise Zone at Invergordon created when an aluminium smelter there closed. It received £200,000 in financial

assistance for its £280,000 project. The plant opened in September 1987.

Now Zonal carries out the capital intensive chemical operation of coating the tape at Redhill plant, then transports the tape to Invergordon.

Here the more labour intensive task of splitting the tape into smaller lengths and packaging it for different markets is carried out. The finished tape is then transported to the customers (70 per cent of Zonal's production is exported) or returned to Redhill for warehousing.

"My big worry was the cost of transport," says Mr Heise, not surprisingly in view of the 600-mile distance between the plants. "But in fact our transport costs have gone up by only 2½ per cent. Against that, the efficiency of our operation has gone up by 15 per cent."

The smallness of the

increase in transport costs is partly due to greater efficiency in transport planning. The company uses a single lorry which makes one round trip from Invergordon a week. That obliges Zonal to concentrate its shipments instead of despatching in smaller amounts, as in the past.

Efficiency has gone up

James Buxton

Scottish Correspondent

RELOCATION: SCOTLAND

Soft sell secures the tape

MOST OF their operations which set up their operations outside the south-east of England go little further than East Anglia, the south Midlands or the South-West. But that is not a criticism that can be raised against Zonal.

Zonal, a leading maker of recording tape based at Redhill in Surrey, has shifted a large part of its manufacturing operation to Invergordon, north of Inverness in the Highlands of Scotland. After a little over a year it not only pronounces itself delighted with its decision but has also persuaded one of its suppliers to move with it, and should shortly announce the arrival of a second.

Mr Alfred Heise, Zonal's managing director, found that Zonal's expansion at Redhill was blocked by the difficulty of obtaining and keeping reliable staff in an area heavily dominated by the pull of Gatwick airport. "People in this area were leaving skilled engineer-

ing jobs to aircraft cleaners on £5 an hour," he complained.

"We couldn't get people — and when we did get them they usually left, knowing they could get another job."

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Efficiency has gone up

because Zonal is getting greater productivity from its Scottish workforce, which now numbers 38 and is set to go to 50 within a year or so.

"I'm not saying there's anything wrong with the workers in the south, but the people at Invergordon are willing to put everything they've got into it. They're reliable people and job security means everything to them," says Mr Heise. There has been no staff turnover since the Invergordon plant opened.

Zonal sent only one man from Redhill to Invergordon, the general manager Mr Dave Quinton. All other staff were recruited locally.

The company has now per centaged its packaging supplier, Cohen Boxes, to set up a plant at Invergordon and win other local business. It should eventually yield 20 to 30 jobs. Negotiations are now going on for Magna, a West German company associated with Zonal, to establish a injection moulding plant at Invergordon to make cassette boxes and spools for Zonal. It could eventually create 40-50 jobs.

James Buxton

Scottish Correspondent

RELOCATION: MIDLANDS

In the middle of the action

COVENTRY, the West Midlands home of Lady Godiva and a famous cathedral, is more commonly associated with motor manufacturing and engineering than with sunrise industries and the service sector.

Yet it was to this city that

Telemechanique Electric (Great Britain), the UK offshoot of the French industrial automation group, came when it moved its headquarters from the South-East in July 1987.

Telemechanique is a world leader in the design and manufacture of hardware used in the automation of industrial processes. It does not make the equipment in the UK but it has 170 sales, administration and engineering staff in the country who until 1987 had been mainly based in Ashford, Kent.

As Mr Bob Hudson, managing director, recalls: "In those days we were primarily electro-mechanical people, and with electro-mechanical products the amount of training one has to give one's customers is relatively small."

"Then in 1985 we decided we wished to grow faster, and we set ourselves the target of doubling turnover in the next five years. We had also entered the electronics field with programmable controllers, variable speed drives and other electronic products."

"Increasingly with these products you are talking about total systems, which means that your customers want to visit you to discuss them with your engineers. You have to run training courses and you have to be available to your customers very readily."

"We found that operating from Ashford in Kent, this was not easy because of the communication barrier presented by London."

A careful study of the options led it to the conclusion: that the company should relocate somewhere close to Birmingham airport, half-way between Birmingham and Coventry. Its architects came up with a greenfield site on the Warwick University Science Park near Coventry's south-west perimeter.

The South East, East Anglia and the South West, the regions of southern Britain, display many characteristics in common. The overall picture is one of growth, with consequent pressures on housing, transport, availability of labour, and cost. But there are still significant pockets of unemployment giving rise to big variations in jobless levels, between, for instance, west London and

they are likely to come through the Channel Tunnel. Ash

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ECCD

PROJECT	CRITERIA
Relocation of Insurance Services Group and Information Technology Centre.	Cost savings in office accommodation. Availability of 300 local personnel. Good communications with rest of UK. Local infrastructure. Quality of Life.

DECISION

Cardiff 1976

THIS ANNOUNCEMENT APPEARS AS A MATTER OF RECORD ONLY.

AA INSURANCE

PROJECT	CRITERIA
Location of one of three main booking centres in UK	Readily available inexpensive offices. Availability of workforce. Good communications links. Infrastructure. Quality of Life.

DECISION

Cardiff 1977

THIS ANNOUNCEMENT APPEARS AS A MATTER OF RECORD ONLY.

CHEMICAL BANK

PROJECT	CRITERIA
Relocation of capital markets back office processing, accounting and data processing functions.	Readily available workforce. High quality, inexpensive premises. Good telecommunications. Good road/rail links with London. University City.

DECISION

Cardiff 1983

THIS ANNOUNCEMENT APPEARS AS A MATTER OF RECORD ONLY.

TSB
TRUST COMPANY

TSB Trust Company Limited

PROJECT	CRITERIA
Relocation and expansion of General Insurance Division.	Up to 300,000 sq. ft. purpose built offices. 2,000 people. Ease of communication. Scope for expansion.

DECISION

Newport 1987

THIS ANNOUNCEMENT APPEARS AS A MATTER OF RECORD ONLY.

DC Gardner Group plc
International Banking Consultants

PROJECT	CRITERIA
Establish new office to handle financial and human resource training.	Good infrastructure. Fast communications with the City. High quality, inexpensive offices. Enthusiastic and adaptable workforce. Expanding financial centre.

DECISION

Cardiff 1988

THIS ANNOUNCEMENT APPEARS AS A MATTER OF RECORD ONLY.

N M Rothschild & Sons Limited

PROJECT	CRITERIA
New branch office offering a full range of merchant banking activities.	Fast growing local economy. Banking and corporate finance opportunities.

DECISION

Cardiff 1988

THIS ANNOUNCEMENT APPEARS AS A MATTER OF RECORD ONLY.

NPI
NATIONAL PROVIDENT INSTITUTION

PROJECT	CRITERIA
Staffing and accommodation needs of a leading life insurance business with substantial growth plans	77,000 sq. ft. offices City centre site 500 people Quality environment. Strong local support. Communications.

DECISION

Cardiff 1988

THIS ANNOUNCEMENT APPEARS AS A MATTER OF RECORD ONLY.

**They have.
Will you?**

THIS ANNOUNCEMENT APPEARS AS A MATTER OF RECORD ONLY.

BNP

BNP Mortgages

PROJECT	CRITERIA
Expansion by the residential mortgages arm of BNP.	Dedicated local staff. Excellent professional infrastructure. High educational standards. Quality of Life.

DECISION

Cardiff 1988

TSB have. Rothschild have. N.P.I. have. In fact, all these financial organisations have either moved to South East Wales, or expanded their operations in this flourishing financial location. They are just part of a thriving commercial sector who've capitalized on the area's great potential.

Shouldn't you, too?

With its low overheads, numerous modern offices and greenfield sites, excellent communications and highly-skilled and readily available workforce, you'll find South East Wales a very attractive proposition indeed.

Even more so, when you discover the beautiful countryside, the first-class leisure amenities and the superb, yet affordable housing that's on offer.

For more information about South East Wales, ring Cardiff (0222) 222666 and talk to Stephen White, who heads our Financial Services Team. Or, if you prefer, write to The Welsh Development Agency, Pearl House, Greyfriars Road, Cardiff, CF1 3XX.



BRITAIN'S REGIONS 8

Transport: improved links are vital to regional growth but . . .

South-East will grab the cash

MR PETER Bottomley, the Roads Minister, attracted a lot of unwelcome publicity a few months ago when he urged motorists to think of traffic congestion as a sign of prosperity.

The remark was widely regarded as shocking evidence of ministerial complacency in the face of the daily frustrations facing millions of drivers on Britain's roads.

In terms of political sensitivity, Mr Bottomley's remark rated somewhere alongside former Prime Minister Jim Callaghan's famous question - Crisis? what crisis? - at the height of the 1979/80 Winter of Discontent.

In fact, however, Mr Bottomley was right, though he may also be complacent. One of the major difficulties of transport planning is that growth in demand is a lagging indicator - generally emerging some time after growth in the economy as a whole.

The transport infrastructure in use now was designed either when the overall level of economic activity was much lower, or, in the case of the 1970s and early 1980s, when growth appeared likely to stop altogether.

The result is crowded roads, overloaded trains and a lot of lost time and money. The Freight Transport Association, for example, recently calculated that delays on the M25 London Orbital Motorway are costing the haulage industry around £13m a year.

Unfortunately for Britain's regions, with the exception of links such as the M62 and the M6 between Birmingham and Liverpool, most of this congestion is concentrated in the South-East.

From the point of view of the regions, there are great dangers in the political pressure which can be brought to bear by the South-East, especially on a Conservative government.

For example, a great deal of thought is currently being given to improving the links between central London and Heathrow airport, and money is already being spent on improving the rail link from London to Stansted airport.

Yet northern businessmen and politicians have been pressing unsuccessfully for years for Government action to divert some excess air traffic from the South to northern airports such as Manchester.

By the same token, Mr Paul Channon, the Transport Secretary, is currently considering a series of options for improved intra-London rail and Underground links presented in the Central London Rail Study, prepared by London Underground and British Rail's Network South-East sector.

The remark was widely regarded as shocking evidence of ministerial complacency in the face of the daily frustrations facing millions of drivers on Britain's roads.

In terms of political sensitivity, Mr Bottomley's remark rated somewhere alongside former Prime Minister Jim Callaghan's famous question - Crisis? what crisis? - at the height of the 1979/80 Winter of Discontent.

In fact, however, Mr Bottomley was right, though he may also be complacent. One of the major difficulties of transport planning is that growth in demand is a lagging indicator - generally emerging some time after growth in the economy as a whole.

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at Willesden could add up to six hours to some journeys from the North.

Mr Brown is now drawing up plans for a series of regional freight depots at which trains will be formed to run direct to the tunnel bypassing London on upgraded lines to the west.

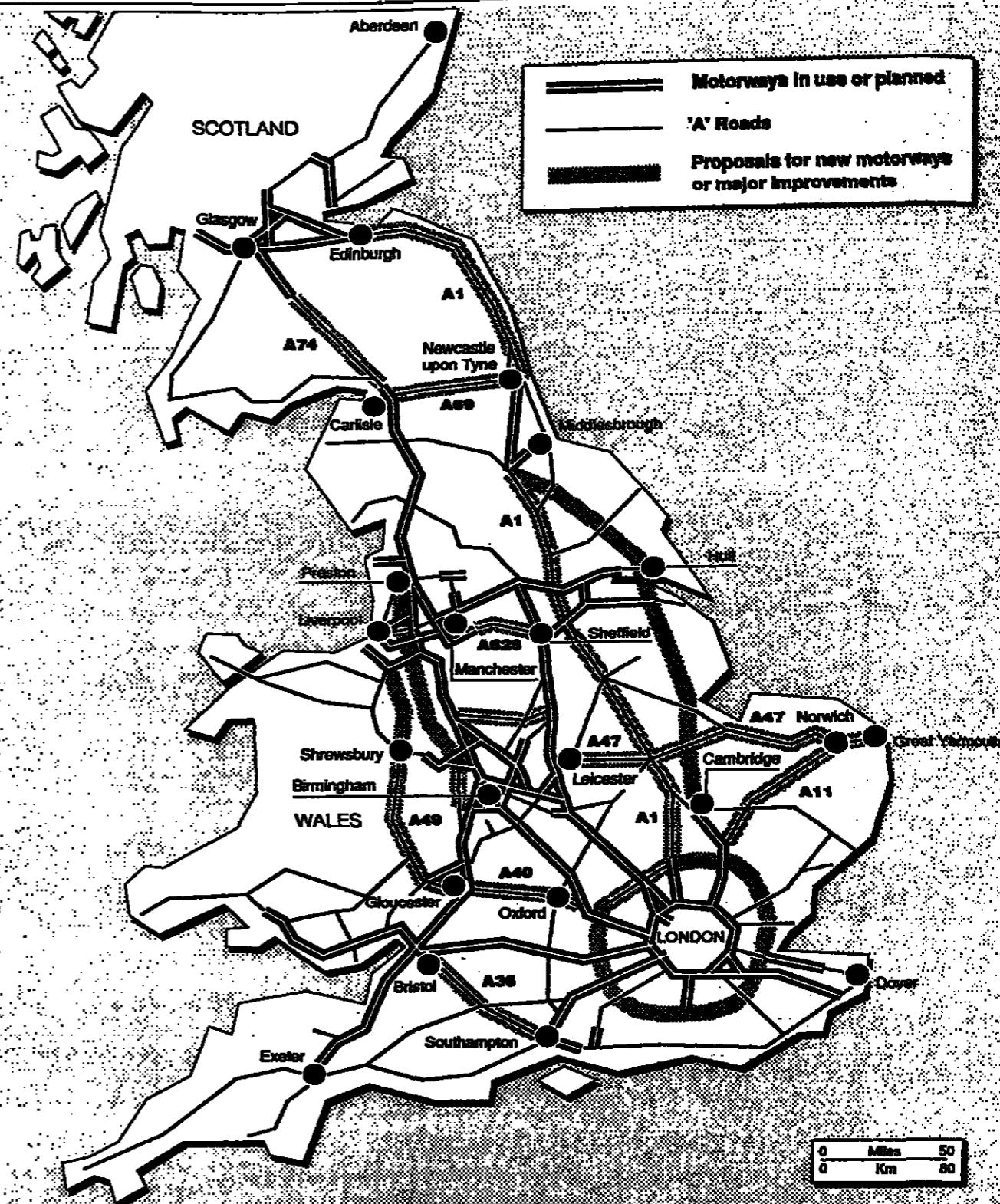
The regional depots - at

Stratford, Liverpool and/or Manchester, Leeds and/or Wigan (near Blackpool, Birmingham and one other Midlands location, and South Wales - will have Customs clearance facilities and could help BR achieve its target of 30 per cent of cross Channel freight traffic.

Mr Brown says he accepts that Willesden is not "a sensible alternative," and that BR's own profits will be maximised by decentralising the international freight operation.

Yet this is precisely what northern interests have been saying for months. The Leeds

The way ahead? (Principal proposals)



Sources: British Road Federation, CBI, British Chambers of Commerce and others

To transform prospects in the North requires a conscious decision to invest in new transport

roads to the Channel ports, as part of the package of measures intended to alleviate the impact of the tunnel on the ferry industry.

Separately, British Rail is moving towards a deal on a high speed rail link from London to the tunnel portal which would match the 180mph running which is expected on French and Belgian tracks.

The high speed link will probably be at least partly financed privately, but the effect is likely to be concentrate attention still further on the problems and opportunities of the South East, and away from the North.

Ideally, the Channel Tunnel should present an opportunity for northern businesses to penetrate the expanded European Community market of 320m people which will be brought within a few hours by rail.

But only hard bargaining, and the support of Eurotunnel, the Channel tunnel consortium, has helped persuade BR to move towards abandoning plans to channel all international freight services through a single depot at Willesden, in North London.

Mr Ian Brown, managing director of BR's Railfreight Distribution division, says a review carried out by his staff has concluded that bottlenecks

Chamber of Commerce, for example, asked in a report published last Autumn why BR appeared to be foregoing "a major business opportunity."

Railfreight provides a good illustration of the fears of many in the North that the regions will simply be forgotten as economic growth continues to concentrate attention on the South-East.

"There is a great danger that investment will be focused on the South-East, partly to combat congestion. But prosperity in Britain needs to be much wider spread," says Mr David Fletcher, executive director of TransPennine, a private-sector group recently launched to lobby for more investment in the North.

"A picture of Britain with an overheated South-East trying to support the declining regions is not an attractive one," he adds. "What we have to do is to promote the investment in transport links as well as in other areas, which will ensure that economic growth is experienced in the North."

The Government is able to point to a great deal of investment in transport links to the regions over the years, some of it very successful.

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that "it was not too fanciful to think of transforming the North through the laissez-faire mechanism, rumoured to be in favour among some Government ministers: by letting the South ripple north until it reaches the North."

However, Mr Hall also concluded that the necessary conditions for a rapid change of economic conditions in the North do not yet exist.

"To transform development prospects in the North...will take a conscious decision to speed up the natural trends, by investing in new transport technology," he writes.

There is powerful support for

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North of England development agencies are breaking records

Greater sense of teamwork

THE THREE
Government-backed inward investment agencies for the north of England have been doing record business, with new jobs being imported in batches of hundreds.

There are now 23 Japanese companies in the North-East and 24 West German ones. In the North-West the area around Runcorn is beginning to look like a US colony. On Humberside, Mitsubishi is setting up a factory in Hull docks and Citizen Watch is making computer printers at Scunthorpe.

Nissan, the most high-profile foreign investment of recent years, is expanding car production quickly in Washington, Tyne and Wear and has now created over 3,000 jobs. In nearby Birley, Komatsu is branching out from excavators into world markets.

Understandably, these successes are being "talked up" for promotional purposes, but an occasional note of caution can be heard among the fanfares.

An occasional note of caution is to be heard among the fanfares

200,000, while the figure for what the Government calls the "North" - comprising the North-East and Cumbria - was nearly 154,000.

Most inward investments make only a tiny dent on such numbers, as evidenced by the

NORTHERN LIGHTS

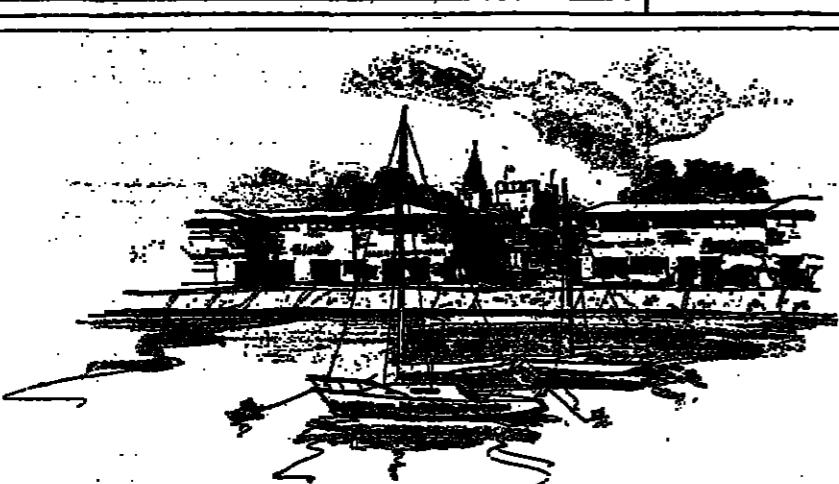
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Community conference two years ago: "We need a new Nissan every month for 10 years if we are going to eradicate current unemployment levels."

The view is echoed privately now around the boardroom lunch tables of leading companies and financial institutions, but not much outside. No one wants to be accused of pessimism or of rocking the boat.

Last November's unemployment figures, released just before Christmas, underline the scale of the problem. The North-West, which is the largest of the north's three regions, still had 301,200 unemployed, Yorkshire and Humberside

first big new investment announced this year. This was the conversion of a dockland warehouse in Hull by Mitsubishi to make service modules - such as toilets and plant rooms - which are slotted straight into new or refurbished buildings. The factory may eventually create 200 new jobs.

However, the value of such things cannot be looked at in isolation. Dr John Bridge, chief executive of the Northern Development Company, one of the agencies, points out that investments and expansions by foreign companies can only take place if there is a network of component suppliers in the area.

This is vital if the inward investors want to use the UK as a base for exports throughout the European Community. Local content is critical to goods being accepted as "European." This content has to come from indigenous UK industry. This in turn means that local suppliers have got to meet high standards of design and quality at competitive prices.

The development of this infrastructure of supply has not only been a key factor in the increasing success of the inward investment agencies in recent years. For example, the Yorkshire and Humberside Development Association (YHDA) would not have persuaded Citizen to Scunthorpe if the necessary quality of injection moulded supplies had not been available in nearby West Yorkshire.

In the North-West, the Manchester offices of the Japanese banks Fuji and Sanwa make great play of this as their staff service existing Japanese-owned companies all over the north and scout the ground for new ones thinking of moving in. The Japanese bankers say that 10 years ago this infrastructure of competent suppliers did not exist.

The aptly named Inward, the north-west's agency to attract foreign investment, exploits the region's growing network of smaller, high technology, suppliers as hard as it can. Inward, however, exemplifies something else of what is happening - the regions have been getting better at getting

Local content is critical to goods being accepted as European

politician - successfully recruited leading large companies as sizeable sponsors, not least on the grounds that interchanges between them and inward investors would be good for business in general.

As the regional agencies have developed, so have individual local ones in a stratum below them, pushed by local authorities. For example, Durham and Leeds have set up development companies. Merseyside has set up Boom - Business Opportunities on Merseyside - with Liverpool University and the financial sector in the lead - Sheffield City Council has reached a now-vaunted rapprochement with private industry, and in Halifax and Blackburn, Business in the Community has set up partnership experiments to pull together public and private sectors in common cause on industrial development.

This is not just about inward investment from abroad but from the overcrowded South-East too. Mr Charles Monck, chief executive of the YHDA, says that inquiries from this direction are "ever increasing."

But he still warns: "Fear and ignorance of the north seem to be the main factors in the reluctance of southern firms to look further afield to expand. It is up to the region as a whole to get the message across."

What the north offers is effective infrastructure, an adaptable workforce, a lower cost base and a high quality of life, particularly for those moving out of the crowded South-East.

Most of the 2,000 new jobs reported by the YHDA in the last two months of 1988 were expansions of UK companies, some already in the north but headquartered elsewhere, but many of them newcomers. The message seems to be getting through.

Ian Hamilton Fazey

their act together. When Nissan first went hunting for a British base in the early 1980s, one of the aces with which the North-East beat its rivals was the quality of its teamwork.

This was far superior to that of Yorkshire and Humberside which many admit privately to have been characterised more by disarray than togetherness. Lessons have been learned everywhere from this. Competition and rivalry for jobs continues, but not on a beggar-my-neighbour basis, even between the regions.

The North-West - where the rivalry of Liverpool and Manchester has been raging for the greatest part of two centuries - was the last of the three regions to sort itself out.

It took skilful diplomacy by Mr Ken Medlock, then a Merseyside business leader, and now Inward's chairman, to pull people together. Mr Basil Jenks, the chief executive, is a former leader of Cheshire County Council, while headquarters is in Chorley, deep in the heart of Lancashire.

Crucial to this greater sense of teamwork has not only been the willingness of local authorities to sink differences but also of the private sector to support the agencies.

The Northern Development Company struggled to ensure that Durham, then Cumbria, came into its fold, but it had less difficulty in getting more than 200 private sector companies in the North-East to subscribe.

Meanwhile, the YHDA - chaired by Mr John Gunnell, a prominent Yorkshire Labour

Scottish and Welsh Development Agencies

Political paths diverge



Peter Walker: of more interventionist bent

THE Scottish and Welsh Development Agencies have an importance that exceeds their purely economic functions. Because they have a high public profile and are one of the relatively few ways in which governments can directly influence local economies, much of what they do has strong political overtones.

Thus once again the Scottish Development Agency is in turmoil as it prepares for yet another change in its role and structure, and changes may be in the offing for the Welsh Development Agency too.

The Scottish and Welsh Development Agencies were founded by the Labour government in 1976. Both Scotland and Wales were suffering severely from the decline of traditional industry and its effects on social conditions.

The agencies were formed to regenerate their local economies and were specifically charged with involving themselves in industry, which they did in part through a number of attempted rescues of lame-duck companies, not all of which were successful. They were also given an important role in the renewal of derelict urban areas, in factory building and leasing and in attracting inward investment from abroad and elsewhere in Britain.

In Northern Ireland the Industrial Development Board has a more limited role in assisting both established companies employing more than 500 people and in attracting inward investment, where it has recently had some spectacular successes. Meanwhile, the YHDA, a prominent Yorkshire Labour

politician - successfully recruited leading large companies as sizeable sponsors, not least on the grounds that interchanges between them and inward investors would be good for business in general.

Both agencies were directed to take a more analytic than directly interventionist role, attempting to involve the private sector as much as possible.

They contain a cadre of highly able, dynamic .. people

the paths of the two agencies appear to have diverged more. Mr Peter Walker, the Welsh Secretary, is of a more interventionist bent than Mr Rikind, the Scottish Secretary, and procured a 37 per cent increase in the WDA's annual grant for the current financial year. The SDA's grant, by contrast, rose only five per cent.

In mid-1988 the SDA, just emerging from the disruption of regionalisation (which had been implemented earlier in Wales) suddenly faced the

The new scheme was formalised in a White Paper in December and is now the subject of consultation. Despite deep fears in the run-up to the publication of the White Paper, that the SDA would in effect be broken up, the document indicates that the agency will retain its core functions, and will only delegate powers to local agencies (it is proposed that there should be 22 of them) as and when the local bodies show themselves capable of taking them on.

Doubts have been voiced as to whether businesses will have the time and commitment to dedicate to the local agencies, and the White Paper itself criticises them for having shown little interest in training in the past.

Another criticism is that, as each local agency fights for its own patch, the use of resources could become even more redistributive than it is at present. In general, however, the Scottish Enterprise idea has broad political backing.

The idea of establishing business-led Training and Enterprise Councils in the rest of Britain (but not Northern Ireland) was put forward by Mr Fowler in a White Paper in December. They will therefore be established in Wales in some form. Mr Walker has made clear that he wants the WDA to remain as it is, though he added that training would be coordinated with the agency's enterprise promotion role. The Employment Department's White Paper said that the two functions would be integrated. Now the Welsh Office is said to be "considering" how this will be done.

James Buxton

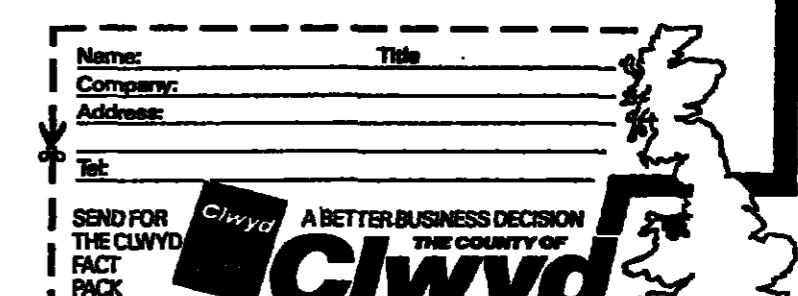
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BRITAIN'S REGIONS 10

Hazel Duffy on the Government's inner city initiatives

Search for urban uplift

"... We've got a big job to do in some of those inner cities, a really big job. Our policies were geared — education and housing — to help the people in the inner cities to get more choice and, politically, we must get right back in there because we won them too, next time."

In his new book on Whitehall, Mr Peter Hennessy quotes in full what Mrs Margaret Thatcher, UK Prime Minister, said in June 1987. The Conservatives had won the election comfortably, but every big northern city had stayed in Labour hands, fuelling Opposition taunts that Thatcherism had divided the country.

Inner cities first formally gained the status of a policy 20 years ago. It was largely aimed at ameliorating social problems. In 1971, the White Paper on inner cities steered the emphasis to include regeneration in partnership with local authorities.

Two years later, Mr Michael Heseltine, then Environment Secretary, set his priorities on capital investment. In partnership with the private sector, The first urban development corporations were set up in

London Docklands and Mersey-side.

The inner city riots in 1981 prompted Mr Heseltine to cajole the leaders of the financial institutions into accompanying him on a tour of Merseyside, in a bid to get them to commit resources to the problem of deprivation. At the same time, he attempted, unsuccessfully, to win a big increase in public resources for the inner cities.

Meanwhile, in Glasgow, the programme to renew the east end of the city (GEAR — Glasgow Eastern Area Renewal) was well under way. Public finance, channelled through the Scottish Development Agency, and boosted by European Commission funds, launched the city's revival which spread to the city centre. Slowly, the city started to attract private sector investment. The change in Glasgow has stimulated more investment than any other British city.

A similar revival is taking place in the former industrial cities around Britain. Restored Victorian grandeur, whether the GPO centre in Manchester, the theatre in Newcastle or

the opera house in Hull, is frequently the focal point for renewed interest in the area, followed by private sector investment in the surrounding area. Waterfront sites are playing a key role in attracting leisure, residential and retail developments.

Government policy, through the urban development corporations and the grant mecha-

Critics say the Government's policy is inadequate

nism, is succeeding in attracting private sector investment in such projects. But the spread of economic growth to the regions in the past year is the most important factor spurting development. Demand for commercial and industrial space is increasing. Rents and capital values in and around city centres are going up.

The demand is mostly local, related to the expansion of smaller businesses and the growing financial services sector in cities like Manchester and Leeds. Meanwhile, city councils are bidding vigorously to attract the attention of government departments and companies which are contemplating moves out of London and the South-East.

A study* into the competitiveness of different parts of the country demonstrated that the cost structure of conurbations tends to be considerably higher than semi-rural areas, and that East Anglia and other parts of southern Britain have many locations which are more competitive than cities in the North.

The results highlight the huge task that lies ahead in built-up areas like the Black Country, and Teesside, which have been affected by industrial closures, and where land is frequently contaminated by industrial waste.

*Geographical Variations in costs and productivity: Tyler, Moore and Rhodes. HMSO £9.95.

policy on the inner cities say that it is inadequate for the scale of problems, and that it is over concerned with property. They say that the biggest problem is social.

Inner cities have a much higher than average population which is dependent on the state, and a concentration of ethnic minorities. The problem is not confined to the industrial cities. Deprivation in inner London boroughs is particularly acute.

The problems of the inner cities, which include high rates of crime, poor housing and high unemployment, are being addressed by a number of Government measures. Ministers are also pushing the private sector into re-assuming responsibility towards the community, in the hope that they will find a new breed of city fathers.

It is too early to say how successful they will be. Stirrings of interest are evident. Many companies have responded enthusiastically to the Compact idea, which links inner city schools with local companies.

But the fear in many deprived areas is that Government and private sector initiatives are not sufficiently effective to prevent a repeat of riots. It is against this background of conflicting symbols — city centre revival and the threat of social unrest — that the Conservative Party has pitched its campaign to win votes.

Manchester was singled out by party headquarters after the 1987 election as a political target. What happens in Bradford, where the Conservatives gained control of the local council last summer and have set out to change radically the direction of city-funded programmes, might be more significant.

But the growth in the retail property sector has fed on itself. The more that develops

and investors put into the sector the more they encourage further development and investment. The result has been that, while in the office and industrial sectors growth has been scattered and uneven, in the retail sector growth has been all over the country. Regional economic disparities have been ignored.

THE CRANES are visible for all to see. Parts of the country resemble a gigantic construction site. All the appearances suggest that the property industry throughout the country is enjoying its best years of the decade.

But the reality is more complex. A healthy property industry is an indication of the growing economy and a contribution to that economy. Yet, in many specific instances, it can be argued that the industry is a motor of revival in the regions.

Primarily in the office and industrial sectors, property development and investment have tended to follow and exploit the economic growth which is already taking place. Developers need evidence of demand before they are prepared to make the financial commitment to new buildings. Investors want evidence if not of actual rental growth then at least of potential rental growth and the probability of higher capital values before they commit themselves to the market.

Such evidence became readily available after 1986, as the charts demonstrate, and has led to the recent surge of interest in the sector. What is less readily discernible now is the effect of higher interest rates on the relatively recent revival of the sector, both in terms of its own financing and in terms of the accommodation demands of its potential customers.

Different factors, however, have been at work in the retail property sector. Its sustained growth has taken place on the back of the steady rise in consumer spending and of the ready availability of credit. What has been surprising has been the duration of the growth. Partly, of course, this has followed the more stringent demands of consumers and has led not only to the provision of new shopping facilities but also to the refurbishment of existing ones.

But the growth in the retail property sector has fed on itself. The more that develops

and investors put into the sector the more they encourage further development and investment. The result has been that, while in the office and industrial sectors growth has been scattered and uneven, in the retail sector growth has been all over the country. Regional economic disparities have been ignored.

the other, the office and industrial sectors extend to finance.

While there has never been any great difficulty in finding finance for retail developments UK-wide and no difficulty in finding institutional buyers for them when they have been completed, this has not been the case with the other sectors.

London-based banks have

fully documented.

Anecdotal evidence suggests that their interest in cities like Edinburgh, Glasgow, Manchester, Birmingham, Leeds and Bristol has helped to push up capital values.

While this may be good for property investors already committed, it does not necessarily help companies in the regions trying to hold down costs. How far this process will continue is difficult to establish. But it has become clear that some confidence has dropped away from the property sector.

The difficulties of the retail sector, added to uncertainty about the medium-term prospects for the City of London property market, have led many property analysts to sound a note of caution about the immediate growth prospects.

It is generally accepted that total returns of 30 per cent or more during 1988 are likely to decline in 1989, although returns are nonetheless expected to remain at a high level.

Paul Cheshire

PROPERTY

Retail attracts the investors

The growth in the retail property sector has fed on itself. Thus, while in the office and industrial sectors expansion has been scattered, in the retail sector it has been nationwide. Regional economic disparities have been ignored.

There is a further point. The feeling that retail investments are secure and that, whatever blips there might be in the economy, consumer spending is solidly underpinned has led to a pressure for retail development in both derelict urban areas and on sites outside the main cities.

Retail development has come to be seen as a factor both in the revival of drab inner cities and in rundown industrial areas outside.

The MetroCentre at Gateshead, Merry Hill at Dudley, The Forge at Parkhead, Glasgow and Albert Dock in Liverpool are examples of retail in this revival role. If the property industry is seen as a promoter of greater regional economic growth, it is in the retail sector.

To what extent this will continue is open to debate. Proposals for grandioses new shopping centres have been on the wane.

The measures taken by Mr Nigel Lawson, the Chancellor of the Exchequer, to dampen consumer spending have put retailers under strain at a time when the cost of their earlier chase for space has started to put pressure on their margins. Their appetite for expansion may have been blunted.

But the different factors behind, on the one hand, the retail property sector, and on

consistently felt more comfortable financing developments in the South-East, although this started to change a year ago.

Only in recent months have the institutions been ready to invest in office and industrial property outside the London area, and hence to encourage developers in specialized ventures. But the scale of this greater diversity has yet to be

seen.

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FINANCIAL SERVICES

Putting down provincial roots

Service employment growth

Percentage increase in service sector employment, 1976-1986



SOURCE: DEPT OF EMPLOYMENT

field based stockbroking and investment group. "We can expect to see a good flow of new young companies in the next few years."

There are 150 quoted companies have their headquarters in Manchester and there are 58 international, merchant or foreign banks in the City.

Manchester however is not having things all its own way even in the North of England. Across the Pennines in Yorkshire a lively corporate and merchant banking market is developing in Leeds.

"There are 150 quoted companies in Yorkshire with a capital of £16bn," says Mr Christopher Broadbent, managing director of BWD, a Hudders-

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